

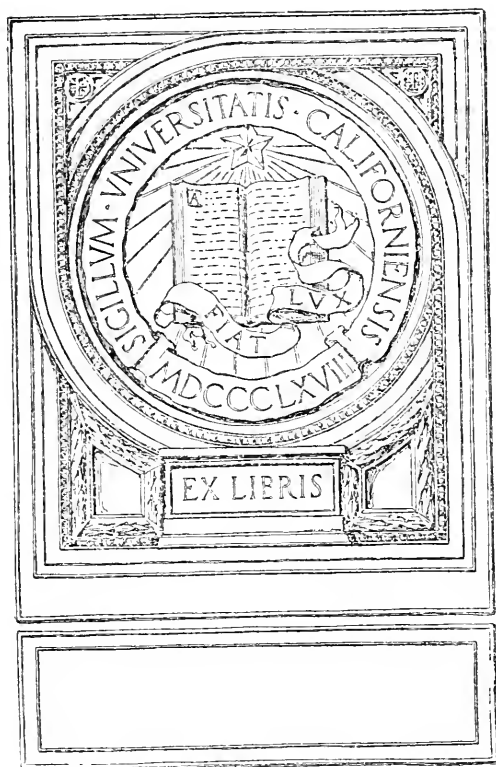
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Practical Lessons IN Advertising and Selling





Thirty Practical Lessons

IN

Advertising and Selling

Each of these lessons is suitable for school use and outlines a method by which the student or sales person may develop his or her ability in selling a special type of goods. The subject matter affords a practical basis for self improvement along general lines of retail salesmanship.

By

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"The Dry Goods Economist" and "Atlantic Coast Merchant"

*Reprinted from
Atlantic Coast Merchant*

NEW YORK

U. P. C. BOOK COMPANY, Inc.

243-249 W. 39th Street

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U. P. C. BOOK COMPANY, INC.

HAMMOND PRESS
W. B. CONKEY COMPANY
CHICAGO

Foreword

MR. HUBBART, the author of this book, is so well known as an authority in the field of advertising and salesmanship, that he needs little introduction to any person engaged in either of these two professions. As an educator it is probably safe to say that he has taught more young men and women the fundamentals of advertising and selling than any other teacher in the United States. As chief instructor in Columbia University School of Business, Mr. Hubbard has personally trained more than 2,400 salesmen and sales managers, and his success has been in a large part due to the fact that his knowledge of his two chosen subjects was learned through practical experience. He is a graduate of the University of Illinois and entered the advertising field on leaving college because of a genuine love for the work. It was for this reason that he rapidly forged to the front and in a very brief time became advertising manager for one of the best known stores in the Middle West. His reputation as an advertising man and sales executive grew rapidly, and for many years he was employed as an expert adviser by some of the most famous stores in the country.

As a teacher, Mr. Hubbard originated and developed the "Idea-and-merchandise" method which is now in use in virtually every important business school in the United States.

The major portion of the subject matter of this hand-book originally appeared as a series of articles in the *Atlantic Coast Merchant*. It has been amplified in several important respects and published in book form in response to the demand of several hundred merchants, advertising men and salesmen who wished to use it for their own guidance and for educational purposes.

THE PUBLISHER.

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LESSON I

Ideals Make Retail Advertisements Productive

DRY GOODS store advertising is improving year by year in all types of stores. This improvement is due in part to a better understanding on the part of store executives of the value of good advertising as a builder of business. It is also due to the efforts of ad men to turn out better looking, better sounding store messages to aid customers in finding what they want in merchandise.

The ad man in the smaller store has one advantage over his brother in the bigger city establishment when he begins to study how to make his advertisements pull more business. He can profitably study the ads of other stores in his own class and those of much larger institutions.

Not that the big store ad man can learn nothing from his smaller store brother, but that the latter can find more places where improvement is needed in his daily or semi-weekly program. And it is easier to apply a big-store idea, adapt it rather, to a small store ad than the other way around. This is because, after a certain point of excellence is reached in the big stores' method of advertising, new departures must be made slowly.

The big store is likely to have better newspaper and printing facilities, better illustrations and more appropriation to spend on space and composition. While the small store may have good methods and policies, its mechanical advantages are fewer than those in the big cities.

Improvement in retail advertising can be made in four general directions. The first is in methods of telling the merchandising message to customers—ideas, treatment of copy and the general introduction; the second, merchandising the advertisement—making the goods presented in the ad fit the seasonal needs of customers, the conditions of stocks and volume of sales in the store and the general needs of the special clientele to which the store caters; third, the management of cuts, illustrations, type and arrangement of material; and fourth, the planning of space, schedules and special advertising events.

These four subjects will be dealt with in several chapters following in the order mentioned.

The remainder of this article is devoted to the first subject—methods of telling the store's message to customers.

Copy the message of the store's goods and values, is the ad man's first thought. Through it he tells customers why they ought to buy this or that item, what it is good for, its value in money and its use as

a commodity. He describes the goods, tells its price and tries to arouse and sustain interest in the special item or items of goods the store offers for the customers' consideration day by day.

Two Kinds of Copy

Copy is of two kinds: Stimulative and directive. That is, it either tries to interest the customer in buying any and all kinds of goods or it specializes on trying to get her to buy a certain thing on a certain day. Most store ads do both of these things, at least a certain amount of the copy used in a week can be so described.

Whichever is the purpose of the copy it must have an idea in it or it will fail in part of its aim. The idea is the thing that fastens the subject matter of the ad to the customer's interest. Telling all about how an item of merchandise looks, its price and where to find it in the store is not enough. There is nothing in that which makes the customer say, "Yes, that is what I want and that's (your store) the place to get it." General description will accomplish the first five words—"That is what I want," but an idea only will accomplish the last part of the sentence—"and that's the place to get it."

What is the use of advertising anyway if your store does not get the benefit of the ad?

Where Ideas Come From

"Where do ideas come from?" says the ambitious ad man. The answer is: From two sources; (1) the merchandise and (2) the mind of the average customer. Where else could a retail advertising idea come from, since the purpose of copy is to tell about goods the customer needs or wants.

Half the idea is drawn from the goods, the other half from what the goods mean to the customer.

For example, your store is going to feature a certain shoe for men next week. You will describe the shoe—the kind of leather it is made of; the color; whether lace or button; the style of last; heel and toe; range of sizes and give the price. All that is drawn from the goods. It would seem that that is all you would need to say about it, and it would be enough if you wanted only to announce that you have new men's shoes.

But you want to interest customers in that shoe from their own point of view as well as the store's. So, you can go further in copy than the mere description. You can suggest that the shoe appeals to men of good taste; that it looks well for dress or street wear; that those especially who like their shoes neat and smart and blend well with the rest of what is worn will like this shoe. In other words, besides describing the material points of the shoe, you suggest a train of thought about how it will look and how the customers will feel who wear it. You give the prospective customer a shoe thought—a shoe idea.

That gives your shoe copy individuality and no matter how many other stores in town sell men's shoes, your message will tell the story of your store's goods. This is true of any other items in stock—coats

Your Living Room should first of all give promise of Rest and Relaxation



Of all places where comfort should be paramount, the Living Room is the place to select.

When you sit into your favorite robe and light a favorite pipe—that many men look upon with affection second only to that of a good woman—when you stretch out in the cordial comfort of a large chair—when the fire and the kitchen give to complete the picture—then, and then only—can you appreciate the luxury of good Living Room furniture.

You will find that we have given special thought to the attractive element, and have combined it with comfort and durability.

Whether your choice rests on upholstered furniture, excluding rich drapery, velvets or tapestries, or whether you prefer the combining of time-worn and sturdy—emphasizing that comfort has been given pre-eminence in all our planning for the Living Room.

Hospitality and Good Cheer will reign supreme when centered about the dining room



Most husbands and the corner stone of a good dining room and all who come to dine will take away memories of good cheer that will weather the years. As the family gathering place, to break the bread of sustenance, as the meeting place of guests, and even to entertain the friends of Thanksgiving Day, family reunions—the dining room should radiate the spirit of hospitality.

Some prefer dining room furniture with the graceful curves of the Queen Anne period, others the rugged strength of the William and Mary. Then, again the simple but elegant Louis XVI style is favored by many.

Whatever your preference of period, wood or finish, you will find your own ideas for the dining room interpreted here.

Make the entrance hall of your home beam a welcome to all who enter



First impressions are lasting and many a well furnished home has overlooked the Entrance Hall.

Many entrance halls lack in color and warmth and many need only the addition of some well chosen bits of furniture. It may be that the soft glow of a hall lamp, the indefinable charm of a Console Table and Mirror, a Shagreened Table or Divan, or a small table with a vase of flowers, will change the entire aspect of your Entrance Hall.

Also thought to "the first impression" Make the Entrance Hall a genuine place of good things beyond.

the Home Beautiful

TO BE successful in the truest and highest sense, a store that specializes in things for the home must give much thought to "The Home Beautiful."

Such a store must recognize The Home as the greatest of institutions; must realize that the more attractive, from both beauty and comfort viewpoints, the Home is, the happier and more enduring the family life which thrives around it and make it blessed.

The Hecht Co. Home Fitting Section aims to be first of all, PRACTICAL, and our entire organization is built around this one great underlying thought "To make homes better, brighter and happier, quality, utility and attractiveness are necessary."

This page will give you some of the reasons why we think it interesting and hope you will enjoy reading it as much as we enjoyed writing it.

The Reception Hall, with Time the Monitor, bidding guests a right royal welcome



Many things add to the attractiveness of the reception hall, but none so distinctive as the dignified Hall Clock with its admonition to take heed of every golden moment.

A reminder of Calamity is sought when selecting your clock—days, the Hall Clock has exhibited about such memories of all that is drastic and best in historical romance.

Standing in your Reception Hall the Hall Clock is impressive as a sentinel of good deeds.

And the Hall Clock is traditional—and justly so—about its associates. A companion piece of furniture must be well chosen indeed to be qualified to stand near such a dignified guardian of time.

The Hostess takes special pride in making the Bedroom attractive

MODERN Bedroom Furniture is designed for convenience and "self-harmonized with the good wife's idea of attractiveness." Instead of the old-timey "bureau" and chiffoniers of over-decoration and spent dresser space, we have the modern dresser with ample space and the main robe with spacious compartments for the woman's special needs.

The Vanity Case for make-up, hairbrushes and hairpins, is just what you need.

A Suite from the Chippendale Period is among the new arrivals. In half-size Bed, Dresser, Man's Robe and Vanity Case, with Chair to match. Of solid mahogany in antique finish.



A Man is known by His Companions—a Home by Its Floor Coverings

CHARACTER—where all else should be sought when selecting your Floor Coverings. Character that stands solidly on quality. Character that deftly combines unusual designs with useful shades. Character that reveals refinement of that subtle yet dominating art so unerringly linked with homes of culture.

And, vital, you'll find the little problems of the bare corner or door opening as well cared for here as the larger spaces. The main point is—the Right Rug at the Right Price is ready.



A Specialized Department for Bedding with Cribbs to match any Period



"SLEEP that brings the richest sense of ease." We spend a third of our lives in bed, so why not make it a comfortable thing? We can go longer without food or drink than without sleep. Sleep means nourishment to the infant, health to the child, vigor of body and keenness of brain to the adult.

You'll find here the world-famous "Overman" Mattresses—the very finest of Silk Floss or Feather Mattresses—for double or single beds or cribs.

Every Bed or Mattress in this section spells Quality, Utility and Moderate Price.

"The Home Beautiful" takes on added charm when graced by attractive Hangings



WELL selected hangings are essentially the "last word" or finishing touch to the home or room.

Furnish your home ever so attractively: place the richest of Rugs upon your floors; and you still need the softest light, the colorful tones, the lights and shades, the contrasts which will selected Curtains, Portieres and Hangings alone can give.

In this section our aim has been to suggest hangings that, first of all, harmonize with present or completed color schemes. We're enthusiastic about our Drapery Section, because here it is where the finishing touch "area and action."

You'll find this section replete with ideas for a "Cory Corner," for a Window Seat, for a Doorway or Hallway, and many "dainty" things for Christmas suggest themselves as you stroll around.

McDougall Kitchen Cabinets

FOR the housewife who expects to follow the home, the McDougall's, as the premier Kitchen Cabinets, will furnish every line of position and save hours every day.

The Lumber Area Front is an effective feature of the McDougall.

The Hecht Co.

Seventh Street

The well fitted Linen Chest

SHOWY Table Linens are dear to the heart of every woman—whether she be matron or bride-to-be.

You will find here the sort of Table Damasks, Table Napery and Fancy Linens that suggest thrills of the good old-time stuff. Let us help you in making your selections.

and suits, millinery, underwear, furniture, fancy goods and notions, domestics, dress goods or anything.

Notice the advertisement reproduced in the center of this page. It is the ad of a big store in a big city, but it is about something many small stores sell—furniture and home furnishings. It is reproduced here because it is a fine example of copy with a definite and suitable

idea in it. You can tell this by reading the headline of each section of the ad.

“The Hostess takes especial pride in making the bedroom attractive,” is the headline of the section dealing with bedroom furniture and furnishings. Then the body of the copy goes on to tell in detail what the store has to sell and why it has it. Also it speaks of the use of some of the items. The “Idea” in this copy is plain. It is in the headline and gives the customer a definite train of thought. It makes her want the kind of bedroom furniture and furnishings described even before she sees them. If the copy had consisted only in descriptions such as size, color, and price, this ad would sell furniture for any store in the city where the ad was published. As it is it directs interest specifically to the store whose name is signed to the ad.

His Idea from Goods

The Hecht Company ad man got his idea from his goods and from what he knew the people who needed furniture ought to want to think about the use and nature of the goods.

A small store would not be wise to use so much space, perhaps, as was used in this ad, and if its furniture did not look like the illustrations it could not wisely use such illustrations. But furniture ideas are the same no matter what the size of the store, so any store selling furniture, rugs, draperies, hangings, etc., can safely put ideas in its copy.

Ideas give life, vigor and interest to otherwise commonplace facts. Look for ideas by studying the use and nature of your goods. Also by reflecting in copy what any customer might think.

LESSON II

Copy Is the Adman's Message to Customers

THE first lesson of this series dealt with ideas—advertising ideas. It pointed out that ideas formed the basis of copy treatment. An idea is simply an image, a viewpoint, based on what the customer needs in the way of merchandise and what the store has in stock that can supply that need. For example, a shoe advertising idea gives the customer a reason or viewpoint upon which to base his or her interest in the shoe.

The written or printed matter that conveys the idea is called copy. It is copy when it leaves the store for the printer. It is copy after the printer prints it in advertising form in the newspaper. The word copy covers everything in the advertisement that has to do with describing the goods except the illustrations.

Copy in a retail advertisement includes, (1) headlines, sub-headlines (captions these are called by some people), (2) introductory matter, whether general at the top of the advertisement or specific at the top of the merchandise divisions of the advertisement, (3) departmental headlines, and (4) item descriptions.

To separate copy from the rest of the things that go into making the advertisement it is called text. In fact, the text means what the customer reads. It is the ad man's copy, but the customer's text.

Text treatment or how copy is written is very important, just as important as the wording of a business letter. The text must fit the subject matter of the letter or the advertisement. One would hardly write a love letter in the formal way that a business letter is written or the other way around. One would not write about a purely utility commodity like an ice chest or a rolling pin the way he would write of a beautiful rug, a piece of jewelry or an exquisitely designed piece of lace.

The same thing applies in a general way to different departments in the store—ready-to-wear, house furnishings, shoes, millinery, fancy goods, toilet goods and so on. Each group of goods means a specific thing to customers and copy or text ought to fit the goods and demonstrate clearly its field or purpose.

Copy may be personal or impersonal; it may be put in terms of fact or images; it may be argumentative; reason-why or inspirational. These are merely forms of written expression.

But whichever way it is written, text ought to have only one purpose; to make the customer want your goods.

It will make her want your goods if it is clear, direct, simple, interesting and timely.

Copy will be all of these things if it tells a story of the goods, delivers a merchandising message.

Real Copy Analyzed

Headlines, introductory matter, sub-heads and items are well illustrated in the reproduction on this page. It is not a complete ad, but a section out of a page ad of a big store in a big city. This section is

THE EVER-YOUTHFUL BLOOM OF SPRING IS REFLECTED IN THESE CHARMING PRESENTATIONS OF

Women's and Misses' Spring Apparel



A presentation of radiantly beautiful, fashionably correct Spring Apparel for those who are ready for the glorious Springtime. An array from which both maid-and matron may quickly supply their accessory needs. Rest assured these styles were selected for their beauty and correctness of mode—Reasonably priced, too.

Spring Dresses of Rare Charm

SECOND FLOOR SALON.

SPRINGTIME Dress wear is almost here. The White House, purveyors of Fashions—present and future—are showing as usual the very latest Spring creations in dresses—over 500 Dresses to choose from. All exclusive models—Here are Tulle, Georgette Crepe and Foulard—Spring colors, flowered patterns, all sizes.

\$25

LOOKING at these Dresses as they were taken out of the express boxes we exclaimed, how—oh how, are we going to describe such loveliness and beauty—and we are not going to attempt it—please are them for yourself. There are tailored tulle dresses, trimmed with tucks, olives and ruffles, georgette crepe and crepe-de-chine, trimmed with ribbons, beads and embroidery, at

\$50

THESE new Dresses—and there are over 100 of them to sell at 39.50—are not expensive but very good looking and stylish. Georgette Crepe—Crepe de Chine—and Foulard predominates. All the latest colors and tones, also flowered patterns—all sizes. This offer is one of the best we have ever shown—at

39.50

If the dresses at \$50 were so wonderful—what are we going to say about these at \$65?—really, it seems as if our New York buyers have bought up everything that's lovely in Spring dresses—these are of crepe de chine, georgette crepe, crepe charmeuse, etc., all new colors, all sizes—and dresses that must be seen to be appreciated at

\$65



reproduced because it contains all the parts of an ad dealt with in this article. There were other sections showing other goods, but none so complete as this one.

The *headline* of the ad reads:

“Women's and Misses' Apparel.” This is an important part of the copy because it tells at a glance what the story, the message, is about. It saves the reader's time and energy and stimulates interest.

The *introductory* immediately follows the main headline. It enlarges on the idea set forth in the headline; the purpose of the introductory is told by its name: it introduces to the customer the store's attitude about its own goods. This introductory tells how beautiful, how attractive and how reasonably priced the goods on sale are and how large an assortment there is to choose from.

The *items*—there are six of them—describe the goods in detail. This is the important part of retail copy—the part that really sells the goods. All other parts are only useful in so far as they help to center the mind of the reader on the goods.

In a small store this section would make a complete ad for ready-to-wear. That is, it would attract attention to the store's ready-to-

wear stocks and give some examples of the goods. There are six items, descriptive items. Notice how they are written:

The first one tells about dresses. It tells of the material they are made of, how they are trimmed, the style, the colors and finally the price.

The object is to interest women in the store's \$25.00 dresses. Other items deal with other dresses at other prices. But every item has the same purpose—to sell the dresses.

Stores in small towns often do not have good items in their ad copy. The ad man either writes too little or too much and does not put the important selling points of the goods into the items. There is no excuse for this, because, even if printing facilities are poor, writing need not be poor.

There are fifty words in the first item and every word counts because it makes the descriptions of the goods perfectly clear. Ten such items as this ought to make a good ad for a relatively small store. Of course, everything in the stock could not be described in ten items, but no one would read all the items anyway if everything was described. But ten typical items are enough, twenty at the outside. With the main head, a brief introduction and a cut or two the complete ad ought to occupy not more than three columns, ten inches deep—thirty newspaper inches.

Make the headline, introductory and subhead, if there is one, lead directly to the items. If they do not help to make the items do their work it is useless to use them.

Write items as if they were short telegrams directed to the possible customers, and do not fill them full of generalities as some ad writers do. Do not make extravagant claims or misleading claims. No one believes these things and therefore such items are worse than useless.

Tell what the goods are, what they are good for, their price and size and color if they have those characteristics. Of course, you wouldn't write a descriptive item about soap or a frying pan or a fly-swatter the same way you would write it about rugs, lamps, silks, laces or furniture. But the purpose is the same—to describe the goods.

If you are writing ads for a store in a small town, do not think you are to imitate the one reproduced with this article. It is the ad of a big city store where special types are obtainable, good illustrations and high priced goods which may not be suited to your trade. But the way the item is written is adaptable to the needs of even the smallest store that advertises at all because the item is simply a description of the goods. People do the same thing with dresses in a small town that they do with them in a big town. They wear them. Therefore they are interested in what they are made of, how they are made, how they look, the material and the price. Put these things into your items and they will sell goods and bring you a return on your advertising money.

LESSON III

Subject Matter Is Drawn from Departments

IN Lessons I and II of this series on advertising the method of telling the story of goods was dealt with. Ideas and how to link them with goods and express them in headlines, introductions and items were explained. None of these things—ideas, headlines, introductions or items—makes an advertisement. They are only the means to an end. What they tell about is the important thing and that thing is *merchandise*—the goods the store has to sell.

This lesson, number three in the series, will deal with matter instead of form, the material that goes into the advertisement.

Retail advertising is a message about goods and values. This message is directed toward the buying public, people who need what the store has to sell. This alone would be proof enough that what goes into the advertisement is of great importance. But there is another good reason why it is important to pay attention to what goes into the advertisement; one line of goods helps to sell another, or one department helps to sell the goods of other departments and vice versa.

Not all departments nor all lines in a department can be put in one advertisement. If they could be, no one would read it. If they did read it, they would have difficulty in remembering anything definite and therefore the effort would be practically wasted.

Either the public must see a certain number of items it needs at the time, or it must see items that suggest future needs. There is no reason why an advertisement cannot be merchandised in such a way that the goods in it do both—suggest goods of immediate need and future needs.

Notice for example the sections in the advertisement reproduced on next page. You will note there is no leading headline and no general introductory. That is because what you see are parts of two advertisements run on different days by the same store. In the upper half are items from five departments—dress cottons, notions, wool goods, silks and laces; in the lower half are items from undermuslins, millinery, blouses, gifts and a special item of silk.

If these departments were put into an advertisement for your store, you would appeal to your public with goods from nine seasonable departments, a pretty good sized ad for a medium sized store. If half or a fourth of the items in each division were run, the ad would be smaller in size but would have the same general interest for the buying public.

If after running such an advertisement you had a good general business throughout the store, you could credit the separate items in each department represented in the ad, because it is the items of silk, notions, shoes, millinery, carpets, furniture, blouses or waists, under-muslins, etc., that interest the readers of your advertising. They see "one thing" they want and then are reminded of "several" things. When they enter the store they see "other" things, and so it goes.

It is plain that the item is the life of the ad. If it is timely, clear, interesting, if it describes a good value at a fair price, someone is sure to be interested in that item. If there are fifty such items your chances for business are multiplied by fifty plus the average number of people in town who would naturally shop at your store.

Merchandising the ad is a job for several people to take a hand in—the head of the store, the buyers for departments, the ad man, and whoever has immediate charge of sales. In some stores one or two people do all of these things.

When merchandising the ad, that is, selecting what departments and what items of goods from that department shall be advertised, keep three things in mind: (1) other goods not advertised; (2) the seasons of the year; and (3), the condition of stocks. If you haven't got enough goods in a department to respond to a big day, do not put ten or twelve items from that department into the ad. Put two or three in, and use more items from a department which is more seasonable or which has goods in it which are in steady demand every day.

LESSON IV

Have an Architectural Plan for Layout

IDEAS, form and material have now been outlined in this series of articles in the order mentioned. This lesson deals with how to arrange the material, give it the power of attracting the eye and holding the attention.

Ad men who want to make their advertisements attractive and easy to read use a layout method in arranging material; that is, they make a dummy like the one on the right of this page and mark out divisions for each section or department of the advertisement. This is called a "dummy" and is sent to the printer with the type directions on it and the copy, each price in which is marked with a letter or figure corresponding to a letter or figure in the dummy. The layout is used by most ad men in planning what is to go in the ad and where. That is, while they are "merchandising" the ad in co-operation with other people in the store as was pointed out in the last article, they decide how much space to give the hat part of the ad, the shoes, the coats and suits, the basement or bargain items and so on. Also the location of each is decided then and indicated on the "dummy" layout.

Helps Printer and Customers

If the printer gets a layout dummy with your copy he can make a better looking ad for you. It will do your store honor and customers will be more apt to read your ad. It will look interesting and, more important, it will be easier to read than if it is badly set up and arranged.

Some storekeepers feel that their ads are so small and the printing facilities of their newspapers so poor that it is a waste of time to prepare a dummy and try to get a good set-up. This is a mistake because the smaller the ad and the fewer the fonts of type on hand the more need for neatness and attractiveness.

On the opposite page is the dummy for an eight-section advertisement. The space as it stands would be four columns wide and twelve inches deep. It could, however, be set three columns by ten inches deep if a smaller ad was wanted. The dummy is shown here in the bigger size because it reproduces better.

Notice the departments represented: Millinery, two items; corsets, two items; women's furnishings, two items; bedding, four items; shoes, three items; domestics, three items; twelve items in all. Besides this

there is a general headline and an introductory and a special introductory for "coats and suits."

Nothing but a lead pencil, a piece of paper, a ruler and proofs of cuts were used in making this dummy. All else that was needed was an idea of where to put each cut and each merchandise section.

Of course if this had been a real dummy for a real store, someone would have had to decide what departments needed representation in the advertisement.

Since the dummy is only an example, it was made to fit the needs of this article instead of a store. Let us assume that it is a dummy for your store and we are getting up next Wednesday's ad.

It is decided by the store head and his department manager that the following departments or divisions of the store stocks ought to be featured in Wednesday's advertisement—coats and suits, millinery, corsets, domestics and linens, shoes, bedding, hosiery and gloves.

Three Things to Consider

Three questions arise after it has been decided what divisions of stocks shall be advertised:

First question: How many items or how much of each division?

Second question: How much space for the items of each division?

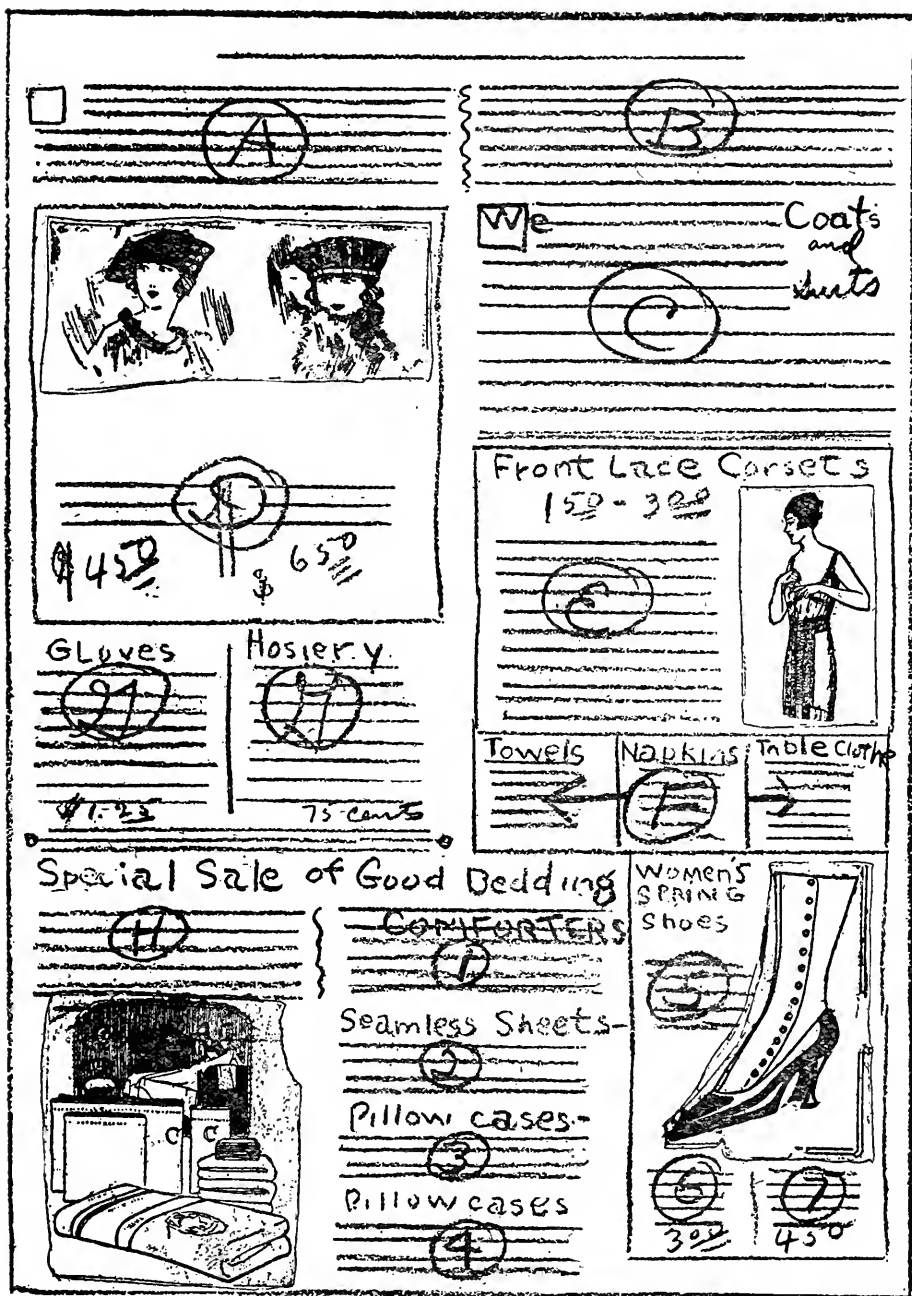
Third question: Where shall each division be placed in the advertisement?

These questions will be answered in reference to the dummy on the opposite page. If they are not answered the store will have an advertisement which looks like the one reproduced here. Notice it. It has good items in it and they represent good value of a fine store, but the advertisement looks like it contained only one item. There are coats and suits in it, notions and domestics; but the ad is hard to read, unattractive, and in no way interests the casual observer. This is because the material of which the ad is made is not arranged into departments in the advertising space. It would not have cost any more to lay out this ad and use a cut or two to enliven it.

Now next Wednesday's ad: The ad man, or whoever handles the ads in the store if there is no regular ad man, draws a rough sketch, four columns (newspaper columns) wide and twelve inches deep—forty-eight inches in all. He has been told or knows that the leading sections are to be millinery, coats and suits and bedding. Corsets are next in importance. The ad man has some cuts either ordered from a cut service or sent by the manufacturers of the goods. Proofs are taken of these cuts either by using an ink pad or by having the printer make proofs. (If they belong to a service, proofs will be sent with the cuts.)

A place is marked off for the headline and the general introductory.

A double "X" is marked where the headline goes; a capital "A"



Sketch of Rough "Dummy"

and “B” are marked for the introductory because it is to be set double measure across the top of the ad—double measure is easier to read than long lines.

Millinery and coats and suits come next. They are marked "D" and "C" and so on through the divisions—"G" for gloves and hosiery; "H" for bedding; "E" for corsets; "F" for domestics and linens, and "M" for shoes. It will be noted that in sections "H" and "M" there are figures 1, 2, 3, 4 and 5, 6, 7. These figures refer to four items of bedding and three of shoes.

Letters Guide Printer

When the copy goes to the printer each division of it will be marked with the same letters as are on the dummy. The printer then knows where copy "XX," "A," "B," etc., go. He could tell by the headings, written in with a lead pencil, but it is better to letter both the copy and the dummy.

Now the answers to the three questions: (1) How many items; (2) how much space; and (3), where shall each division of goods be placed? These are dealt with before the dummy is made, usually, but for my purpose they will be answered with the dummy to look at for the sake of learners.

Important Lines Featured

Cloaks and suits are the leading items, so they are put near the top; millinery is reasonable, so it is put near the top and a cut used to give the items life. Coats and suits need only general description so no items are used.

Bedding is put at the lower left corner because that is the only space where a big section will balance well with the top of the ad; shoes are opposite mainly because the space left is about the right size for three items and a headline and cut; corsets are near millinery and coats and suits because they are of similar interest to women; also because of the cut and size of space needed; gloves, hosiery, towels, napkins and tablecloths are placed across the center because they need no cuts and only small compact item descriptions.

Notice that millinery, corsets and shoes are "bored in" with rule. This is to divide the space so it will be easy on the eye, also to balance the type area of the entire ad.

This ad could have been arranged several other ways, but this way is the most practical and the simplest. The heading of each section will help readers of the ad to find quickly what interests them; also they make people want to read them. The ad made according to this dummy will look good in the newspapers and therefore it can compete for attention with other ads. Also it will suggest, because it looks neat and efficient, that the store publishing it is wide awake and business-like.

There are forty-eight newspaper inches in this dummy. It could be made thirty-six inches, or twenty-four inches, but in the latter case only two cuts could be used, one near the top, the other near the bottom.

LESSON V

Collecting Materials for the Ad Is Important

IN this lesson the most important phase of retail advertising, aside from copy itself, is dealt with. This important thing is known as the "advertising schedule."

The term "schedule" includes broadly three elements: (1) The amount of space used during a given period for the entire store; (2) the time this space is used to advertise a department or section; (3) the amount of money represented by the space, the cost per line or per inch.

Only the first and second elements will be dealt with specifically here. The third element, price of space, varies so greatly in different towns that it can be treated here in a theoretical manner only.

There are two natural situations upon which the store's schedule of advertising can be planned. Both are practical so they are herewith presented briefly:

Plan by the department—that is, one merchandise section of the store, such as coats and suits or the house furnishings or shoes. Suppose it is about time for opening of the fall selling season, September, for argument's sake. All the new fall coats and suits are in stock ready to sell or at least enough with which to open the season. You want to plan for a six weeks' campaign. This will be run into the middle of October, a big selling month in most sections of the country.

Your local newspaper may be a daily or it may appear only twice or three times a week. In either case you decide to advertise the coats and suits twice a week for six weeks. That is twelve advertisements, but nothing is said about the size of the space.

Before you can decide that, you ought to plan approximately how much space will be used altogether during the six weeks for the coats and suits.

Twice a Week Schedule

Arrive at it this way: Space in the paper, let us say, costs 20 cents an inch (newspaper inch—column wide, inch deep), ten inches would cost \$2.00. That is not too much to spend to advertise the goods. Twice a week will come to 20 inches, or \$4.00 in money; for six weeks that will amount to 120 inches, or \$24.00.

Now, suppose the best two days of the week, if the paper is a daily, are Tuesday and Saturday. Then you will want your advertisement to appear Mondays and Fridays. If the paper is published only

three days a week, you have no choice but those days, of course. But assume it is a six or seven day paper.

If Saturday is the best business day you will want to run the bulk of your coat and suit space on Friday and the smaller part Monday.

Adopt this schedule, then: eight inches Monday, twelve inches Friday. Keep in mind that this refers to space used to advertise coats and suits only. There will, of course, be other parts to the store advertisement at least on certain days. This will be treated later.

Space Schedule—Six Weeks

Make out a schedule sheet in a flat, loose-leaf book or separate sheet that may later be clipped together, and at the head of this sheet write "Advertising Schedule—Coats and Suits." On the right hand side of the sheet mark the days of the week as they appear on the reproduction of the general schedule in the center of this page, Monday, Tuesday, Wednesday, Friday, Saturday. Make six such sheets and you have a schedule for the coats and suits covering six weeks of time.

| Week's Schedule | Date | Space | Dept. | Frequency | Cost | Sales | Remarks |
|-----------------|----------|-----------|-----------------------------------|------------|--------|----------|------------------------|
| Mon. | Sept. 10 | 8 inches | Coats & Suits | 1 (a week) | \$1.00 | \$55.00 | Fair day's business |
| Tues. | | | | | | | |
| Wed. | Sept. 12 | 4 inches | Shoes | 1 (a week) | \$.80 | \$30.00 | Average day's business |
| Thurs. | | | | | | | |
| Fri. | Sept. 14 | 30 inches | Shoes Coats & Suits Hosiery | 1 (a week) | \$6.00 | \$180.00 | Good day's business |
| Sat. | | | | | | | |
| Week's Totals | | 42 inches | | 3 days | \$8.80 | \$265.00 | |

Specimen of Schedule Sheet.

Opposite each day the ad is to run, mark the amount of space. "Monday, 8 inches," "Friday, 12 inches."

In case a bigger ad is needed for some special week, use less the week before or skip Monday's 8-inch ad and have a 20-inch ad Friday.

This method can be applied to any division of the store's stock any time of year, either by first deciding on the amount of money you intend to spend in six weeks or the amount of space or both, since space costs money anyway.

Most stores carrying a full line of departments prefer to keep

a general schedule showing how much space per day or per week shall be spent for the entire store, department by department.

Notice the schedule sheet reproduced here. It indicates a practical and simple method of keeping track of the days to advertise, the inches of space used, the cost per inch and the amount of business for the day the advertisement is run, remarks about returns, and finally, the week's total of space, cost of space and amount of business in lines advertised.

Analyze the week beginning September 10, 1920, according to the details used in the reproduction. The figures are in no way accurate. (They are merely used for example.)

On Monday eight inches were used for coats and suits. No other departments were advertised. If they had been, the amount in inches, etc., should have been stated in the "Monday" strip opposite the word Monday. Make the space deep enough to hold five or six departments. It is made small in the reproduction to save space on the page.

On Wednesday one department, shoes, was advertised; on Friday three were advertised, shoes, suits and coats, and housewares. In all during the week 42 inches were used, the cost for space was \$8.40; the sales for the advertised departments on those three days amounted to \$265.00.

Do not assume that the \$265.00 can be attributed wholly to the advertisements. It cannot, because there is no way of telling how much of the day's business was brought in directly by the advertisement and how much came in naturally. In a year's time, however, with a record such as this the store can finally gauge the general effect of consistent advertising. And this alone is worth the small amount of time required to keep the weekly record. Large stores in big cities use this method to determine how much money to appropriate for advertising year after year. They figure it at a certain percentage of the volume of business done by the entire store and then prorate the amount of space each department should have and the percentage of the total appropriation each department must pay.

This, of course, is only practical in a highly departmentized store. The store not so highly departmentized only needs the method outlined above.

In the "Remarks" column keep a record of the comparative value of the day's business. For example, notice that after Wednesday's shoe ad is the remark "average day's business." This means that there was about the same amount of business done on an advertised day as on a not advertised day. But this does not disqualify the ad. It is only a comparative record. Possibly the next time shoes are advertised with the same or even a less amount of space the average day may be doubled.

The important thing is to *know* how the ads are drawing. The

only way is to keep a record of dates, space, costs and departments advertised.

At the end of the twelve months of 1920 you may find you have done a \$50,000 business and have spent for advertising one-half of one per cent, or \$250. You can compare this with the business for 1919 and the amount spent for that year's advertising, and find that in 1919 you did only \$45,000 and spent more money for advertising. The conclusion might be that the 1920 advertising drew better or that general business was better. That would be interesting, but the important thing is that you have a basis for advertising expenditure for 1921. You may decide to appropriate 1 per cent of the sales for advertising in 1921. If you do and are careful to write good ads and put the right items in them you may increase your 1921 year's business a great deal. It has been done.

Some store ad men keep their daily record on ordinary brown wrapping paper. The sheets are made the size of the newspaper page for convenience in writing.

LESSON VI

Advertising Ought to Run on Regular Schedule

NORMALLY it would seem that the subject of this article should have appeared first instead of sixth in this series. But an ad man must know how to create ideas, plan and write copy before he can be told how to manage the details of getting it ready to print. So now that ideas, introductions, items, merchandising and scheduling of the advertisement have been dealt with in the order mentioned, let us take up what the advertisement is made of—the subject matter—and how to get it to the printer in good shape.

Before the material that goes to make up a retail advertisement can be made into an advertisement, it must be collected and assembled. The question now is: Where do the different parts come from? Where do the ideas come from, the themes of the introductions, the merchandising points in the items? Where do the illustrations come from; that is, what influences the kind of illustrations used?

In the first place a retail advertisement has its beginning in the stock of goods in the store. The goods are there ready to sell and would sell to a certain extent if they were never advertised. By the judicious use of advertising, however, these goods will sell more rapidly and to a broader clientele, certain lines can be sold to better advantage both to store and customers and the store will have a greater prestige than if no advertising were used.

Naturally, if it is the spring season suits and dresses are in stock ready to sell. Also light weight underwear is in stock, as are dress goods, corsets, veils, gloves, stockings, shoes, household goods, etc., clear through the range of seasonable lines. The ad man will, if he sees the advertising in the proper light, go to the goods to get his start. And, of course, the start means an idea to put life into the copy, as was dealt with in the first article of this present series.

Take the first item in the reproduced advertisement on next page for example. The item is spring dresses. Before the ad man wrote the copy he decided on three things:

First, to make "spring wear" the theme of his argument;

Second, to feature the idea of desirability of design and finish;

Third, to emphasize the exceptional value for the money.

All these things came from the goods. There was no other place for them to come from. The idea for the illustration came from the same place—the goods. The illustration is designed to show actual

details. The cut for the ad was made from a pen drawing. This advertisement avoids confusion. It shows clearly what is being offered.

Of course there were other dresses in the department, but the ones pictured and written about in the dress section of the ad were selected because of their seasonableness and current style value. The individual descriptions of the four items are intended to interest a wide range

Exclusiveness and Beauty Characterises
The Spring
Dresses



in
Tricotine and Serge
Very desirable for wear without a coat or with a smart for are these frocks, and designers have given close attention to striking effects in embroideries, interesting new lines for the silhouette and unusual points of styling.

A Model with Youthful Lines is Developed in Navy Serge, in long waisted effect, and in attractively trimmed with net-laid braid and buttons. **\$53.00**

A Stunning Queen of Serge, shows novel panel effect over the hips, and the round neck and short sleeves are finished with candy lace. **\$67.50**

Another Charming Model is beautifully embroidered in French blue silk and gold thread. **\$67.50**

An Exceedingly Smart Model, with emerald length tunic is embroidered with self braid, in an unusual and clever design. Priced **\$67.50**

Home Staples

UNITY BEDSPREADS, EACH **\$5.50**
Earth large size, pure white damask bedspreads, striped design, with border. Already hemmed.

NEW ENGLISH GINGHAMS, **\$1.25** yard
White width gingham, best English make, shown in a very large range of new designs and colorings, in plain and fancy checks. Fast colors.

COLORS PLAIN VOILES, YD. **98c**
2 1/2 in. wide plain cotton voiles, in a beautiful range of shades for women or children's summer dresses. Ray, pink, old rose, sea blue, blue, steel grey, rose, mauve and beige.

HEMMED PILLOW CASES, **75c** each
Hemmed pillow cases, made of very heavy good linen, English cotton, free from any filling, white, beige, all sizes, 40, 42 and 44 and 46 inches.

ENGLISH LONGCLOTH, YARD **45c**
3 1/2 in. wide Heavy English longcloth, A very superior quality, for all household purposes.

Women's Gloves

LADIES' WASHABLE CHAM-
QUETTE GLOVES **\$1.25**
In shades of mauve, light, natural and white. All sizes.

GOOD QUALITY OF WAYSER
WHITE SILK GLOVES **\$1.25**
Double tipped fingers and two done fasteners.

LIBLE THREE-TOE GLOVES **69c**
In shades of mauve, tan, brown and pearl.

Hosiery

WOMEN'S MERCERIZED
LIBLE HOSIERY, PAIR **\$1.10**
Full fashioned, seamless, double knit, high applied heel. Colors of red, beige, brown, white and black. Sizes 1/2 to 10 1/2.

KIDIES' FINE BILK SOCKS **75c** pair
Fancy cuff trim, they look best. 10 1/2 in. all white grounds. Sizes 1/2 to 8 1/2 inches.

Women's Warm Weather
Underwear

100 HARVEY DRAWERS, PAIR **98c**
There are part of a new shipment and have been priced for quick selling. Made in a 1 1/2 rib with soft creased back, and come in either open or closed styles and loose or tight knee. One of our lines that has been much in demand. Sizes 36 to 42.

COMBINATIONS, AT: SUIT **\$1.75**
Also a variety made in a fine ribbed jersey cotton, procurable in pink with light knee and narrow silk shoulder straps, or in white with short sleeves. Full knee, finished with increased heating and silk ribbon run 36 to 44 sizes.

HARVEY RIBBED COMBS **\$1.50**
A garment of exceptional value in a fine mercerized ribbed cotton. Loose or tight knee with V neck, very neatly finished and perfect. Sizes 36 to 44.

SUMMER VESTS **59c**
This vest, purchased as a leader, is special value. A variety make and procurable in a 1 1/2 rib, in either short sleeves or shoulder straps. In white or pink. In fine rib with tailored shoulder straps. Sizes 36 to 44.

The Dress Goods Counter Presents Your
Summer Wardrobe
By The Yard

Continues the Sale of Silks at yard

\$2.25

Silk Corduroy Velvet
2 1/2 in. wide 40 yards to a roll. Fine quality for dresses and suits. Guaranteed fast dye. Best English corduroy. Come in a rich shade of green. Value \$2.75 for yard. **\$1.98**

BILK GEORGETTE CREPE OF A SUPERIOR QUALITY, YD. \$2.50
4 1/2 in. wide. A cosmetic range of colors. Open, master, rose, mauve, sky, grey, mystic, blue, coral, Alice, ivory and black. Ideal for blouses.

POLO CLOTH FOR COATS, YD. \$8.50
The women's most popular coating. Extra wide. One piece only. Band shape of the quality.



IVORY BILK POPLIN FOR SPORTS, YD. **\$3.75**
4 1/2 in. wide. One piece only of the lovely quality silk poplin. Come in ivory white only. Ideal quality.

SWISS BILK TAFFETA, YARD **\$4.25**
4 1/2 in. wide. Guaranteed pure silk taffeta. Colors, navy blue, grey, brown, mauve, cream, flesh, sage, mauve, buttercup and ivory. Ideal for the new suit-and-dress.

ONE SPECIAL TABLE OF BILK REMNANTS AT REDUCED PRICES
Lengths 1 1/2 to 1 1/2 yards. Compelling novelty silks, plain with silk geometric crepe, habotai silk, taffeta, chambray. All shapes lengths.

REMNANTS AND CUT LENGTHS OF WOOLEN DRESS FABRICS AT GREATLY REDUCED PRICES.
Compelling novelty fabrics, serge, velours, fine quality spring wool, cheviote, cravenette cloth.

Nemo Self Reducing Corsets, pr.

Model for the full figure, low bust, long skirt, heavily boned, graduated from clasp, with the patented self-reducing straps, which banish excess flesh permanently and support the body scientifically. Let one of our trained corsetiers fit you to your Nemo corset today; sizes 23 to 30.

\$6.00

Coordinated Subject Matter.

of taste. To get this element into his copy the ad man analyzed the taste and inclinations of the customers of his store. Customer analysis is important not only for the ad man but for the merchant and buyer as well.

It is simple enough to get enough items for the leading section of the ad, such as the dress section of the one reproduced here, but care is needed in selecting the material for the remainder of the sections. You will note that all other merchandise is seasonable in so far as spring goes, also it is allied in use if not in nature to the dresses.

Most of the other lines of goods are personal—use commodities just as the dresses are—goods worn by or used by an individual rather than by a group. The exception to this is found in the section headed “Home Staples.” These are household-use goods. Merchandise to serve any member of the household, even if used in an individual way, is classified as household-use goods.

The silks do not come under this classification but under one identical with dresses.

It is clear then that a good advertisement is one whose sections and items tend to draw trade to one another. It is possible, for example, that one customer may buy from all sections of this advertisement. (It is noted that the headline, signature and introduction are not on the ad because it is used merely to illustrate how merchandise sections were selected.)

To get the items the ad man visited, if in a small store, each of the department heads whose goods are represented in the ad. He got the descriptions of goods from their department heads, also the main selling points. Then he wrote the copy, planned the layout and sent the material to the printer.

LESSON VII

Make the Advertisement Fit Its Purpose

IN the preceding lesson the details of how to plan, write and manage retail copy were outlined. Each of the six articles brought out one important point in connection with (1) working up ideas; (2) applying the ideas to copy and goods; (3) merchandising the ad; (4) arranging material and illustrations; (5) handling the time and space schedule; and (6), getting advertising material from sections and departments and putting it into the hands of the printer.

These things all referred directly to *how to produce a retail advertisement*. Assuming that the store management and the ad man have assimilated this material and have tried to add it to the store of advertising knowledge they already had, we now turn the application of that knowledge to the daily news of the store.

There are many kinds of retail ads. Each has a general and a special purpose. The general purpose is the same with all ads, no matter what kind—to stimulate business, increase sales and build up good will for the store. Specific purposes of ads depend on various things and conditions. These conditions may be expressed in a broad way as follows:

(1) Season conditions—meaning the demand for goods that is brought about by the calendar seasons such as Spring, Winter, Summer, Autumn. (2) Merchandise conditions—meaning the condition of stocks in the store, such as new goods, heavy stocks, too much goods of a kind, special purchases, season end stocks like remnants, odd sizes, discontinued lines, slow movers, “stickers,” etc. (3) Store conditions—re-modeling, removing, reorganization, new departments, etc. (4) Local conditions—meaning buying or business conditions in the town, such as competition, increased or decreased buying population, new territory, mail order competition and so on. (5) Conditions due to new or changed policies, such as a popular price store going after better trade or vice versa, or changing the merchandise policy from cash to cash and credit or the reverse.

All these conditions require certain kinds of advertisements and special treatment of the material in such advertisements, which will be dealt with in several different ways later on and in connection with varying conditions.

In this series the conditions will be secondary to the ads, but will be dealt with in connection with the treatment of the ads. Specimens

of good and bad advertisements will be used to illustrate the points as they are brought out.

Retail advertising men and women constantly strive for channels through which new or different appeals may be sent to customers, for it is an obscure store indeed which has not created events of its own in the hope of individualizing attention. Competition is keen, and often in the same town stores are similar in size and character. That is one cause for the striving for characteristic effects. Then there is the real cause, one that is never absent—the similarity of merchandise carried, the similarity of needs to be filled.

If there were but one store in a town, possibly it could get along with the same type of advertisement every day or with an advertisement in which nothing but the seasonal items would be changed week

Retail Ads Classified to Fit Store Conditions During the Year.

Store Conditions

Kinds of Ads Needed

- | | |
|------------------------------|------------------------|
| (1) Season Conditions..... | (1) Event Ads |
| (2) Merchandise Conditions.. | (2) Specialized Ads |
| (3) Store Conditions..... | (3) Special Ads |
| (4) Local Conditions..... | (4) Merchandise Ads |
| (5) Policy Conditions..... | (5) Departmentized Ads |

in and week out. At any rate, such a store would have one reason only instead of two for striving for effect—to get people to remember what was said in the advertisement. Nothing would need be done to get people to remember the advertisement.

But with other stores in the field, ad men must get their advertisements read, get them remembered, get them identified—the messages at least—in the reader's mind.

It is this situation that is accountable for "Dollar Day," "Old Home Week," "Clover Day," "Days of Courtesy," "Hour Sales," "9 Cent Sales," "Anniversaries," "Alteration," "Change of Location," "Remodeling," and the hundred and one event announcements that appear in a year's schedule.

Also, competition is accountable for the different ways of merchandising the advertisement—ways of giving lines of goods and departments representation in the advertisement.

Broadly there are five different kinds of retail ads, as follows:

(1) "departmentized"; (2) "merchandised"; (3) "specialized"; (4) "special" advertisements; and (5), "events" advertisements.

A departmentized advertisement gives representation to a group of allied departments: say, millinery, cloaks, suits, shoes, gloves, etc., departments supplying outer apparel.

A merchandised advertisement has something in it from practically every department. It is a "whole store" announcement.

A specialized advertisement deals with one phase of merchandising a single line of goods in a department. An ad with nothing in it but cloaks and suits or muslin underwear or silks, for example, is a specialized advertisement.

A special advertisement deals with a single characteristic of the store's merchandising—price, values, variety, size of stocks, grade of goods, or a special method of selling.

An "events" advertisement is one that features a merchandising event aside from the goods it exploits, such as "an anniversary" ad, a "fall opening" ad, a "Harvest Home Week" ad, etc.

The nature and purpose of the "events" ad will be dealt with in the second article of this series.

LESSON VIII

Use Special Advertisements for Special Occasions

ANY advertisement which has back of it a special occasion is known as an "event" ad or an occasion ad. That is, one whose merchandising is emphasized by some happening outside of the merchandise itself, but connected with the store. Here are the names of some store events: Anniversary Sale, Removal Sale, Remodeling or Alteration Sale, Inventory, Clearance Remnant Day, Month End Sales, etc. All these sales or events get their names from a store condition, it will be noted, a condition not directly connected with a special season.

There are other kinds of events, such as "9 Cent" Sale, Old Home Week, Housekeepers' Sale, and some invented by individual stores such as Clover Day, Specials, Days of Courtesy, Dollar Day, Hour Sales and so on. The last five of these were created by certain stores and adapted by other stores in modified form. It will be seen that these events are all relative to the special selling of goods through advertising. An ad that features any such occasion is termed an event ad.

There is a regular line of procedure to follow in event advertising. It is herewith outlined to fit the needs of smaller stores in small cities and towns:

First, have a good reason for the event, a reason that is related to store conditions or at least local conditions. Trumped up events are unconvincing and the public is slow to respond to them. But a selling event with a real reason back of it creates interest.

Suppose your store is going to be remodeled, a floor added or a floor extended or an entire new section is to be added to the building, that is a good basis for holding a special selling event and for advertising it, especially if the remodeling necessitates the removal of a certain part of the store's stock of goods. This should not be viewed as an opportunity to unload a lot of dead stock on the public, but as an opportunity to give the public good values for the money with a special reason for so doing—the need to reduce stocks to facilitate remodeling.

This remodeling situation is used here only as an example, since there are few occasions for holding such a sale. It is merely a good example of what a real event is. After the reason is worked out, the next thing is to get a good advertising name for the event.

How to get a good name is not such a simple matter. It is an important question, for on the name depends the drawing power of the ad.

The name should be a simple, direct statement, and have in it something that will link the customer's interest with that of the store, since the ad is in reality gotten out as an aid to the customer whom you expect to buy your goods.

For argument's sake let us name an advertising event based on the remodeling of the store about August 10th or 20th, let us say. We are going to try to interest our clientele in shopping for good values.

How would this name do for the event? "Brown & Co.'s Remodeling Sale." It is too general; gives no idea of why the event is advantageous to customers. How is this? "Brown & Co. Have to Empty

One Whole Floor by August 20th," "This Page Tells Why Our Customers Are Interested." This is pretty good, but there is something lacking in both the main title and the sub-title. Here is a better way: "Brown & Co. Want to Move Half Their Goods Into Your Homes by August 20th." "Household Goods

and Ready-to-Wear Stocks at Prices Listed Here."

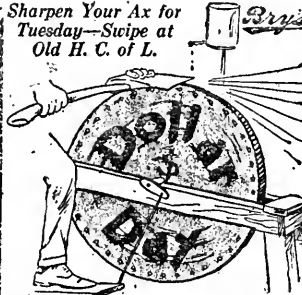
This kind of a heading indicates that the store will make it worth while for the public to help reduce stock. The reason must be given in detail, of course, in the introductory and the item sections of the advertisement.

Buying Advantages Exploited

Keep in mind that it is not the remodeling or whatever other cause for the selling event that counts with the customer. It is the buying advantage afforded her by the event that counts. If the values offered are real and the reason for offering them is legitimate and logical, an event sale is a sure way to increased business.

Notice the main title of the ad reproduced with this article: "Bry's Famous Monthly Economy Event." It announces two things—that the sale is an advantage to the customer and that it is a regular established store event. Then notice how the ad is merchandised. Every item in it besides selling at a dollar is timely and seasonable.

Sharpen Your Ax for Tuesday—Sweep at Old H. C. of L.



Bry's Famous Monthly Economy Event

Economy Basement!

| | | | |
|---|---|--|--|
| <p>Boys' Knee Pants \$1 Blue & tan, with knee caps, for summer, with or without buttons, or with striped, or having leg warm.</p> <p>Black Sateen 33 1/2 c, 3 Yards for \$1.00 Full 18 inch wide, excellent quality. Heavily imported as specified at 18 1/2 c.</p> <p>Cheese Cloth 10c, 10 Yards for \$1.00 Black and white, strong, with 100% cotton, for curtains, and also for linings for furniture painting and also for papering.</p> <p>Underwear Crepe 50c, 2 Yards for \$1 Black and white, all leading shades, including white, pink, blue, lavender, and more.</p> <p>Twill Remnants 33 1/2 c, 3 Yards \$1.00 Heavy strong twill in black, white and red for boys' shirts, pants and more.</p> | <p>Boys' Wash Pants 3 for \$1.00 A small assortment of the above size 1 to 12. For as low as the above prices in underwear, boys' shirts, pants, and more, in great quantities, under \$1.00 for \$1.00.</p> <p>Boys' Blouses, 2 for \$1.00 Good quality, long-sleeved and short-sleeved, in blue, white, and dark colors, the favorite blouse of the season, under \$1 for \$1.00.</p> <p>Boys' Play Suits \$1.00 Good quality, long-sleeved and short-sleeved, in blue, white, and dark colors, the favorite suit of the season, under \$1 for \$1.00.</p> | <p>Linen Finish Sating 33 1/2 c, 3 Yards for \$1.00 For boys', children's and ladies' wear to all leading shades and colors. Special for the day.</p> <p>Dress Gingham 25c, 4 Yards for \$1.00 A full assortment of boys' good gingham, for ladies' and children's wear to all leading shades and colors.</p> <p>Fancy Voiles 20c, 4 Yards for \$1.00 A full assortment of boys' good voiles, for ladies' and children's wear to all leading shades and colors.</p> | <p>Boys' Wash Suits Coat \$1, Pants 50c Good quality, long-sleeved and short-sleeved, in blue, white, and dark colors, the favorite suit of the season, under \$1 for \$1.00.</p> <p>1,000 Children's Wash Suits and Rompers at \$1 A manufacturer's clearance of 100,000 children's wash suits and rompers. Sizes 1 to 12. In high grade, suitable for long wear.</p> <p>Boys' and Children's Union Suits 2 for \$1.00 Boys' wash suits, union suits, sizes 1 to 12. Children's union suits, sizes 1 to 12.</p> <p>Boys' and Misses' Coveralls at \$1.00 All sizes, good quality, desirable, under \$1 for \$1.00.</p> <p>Extra Size Voile Waists \$1 Just 1/2 dozen, in various sizes, under \$1 for \$1.00. For ladies' wear, sizes 14 to 18.</p> <p>Women's and Misses' Sweaters \$1.00 All styles, good quality, desirable, under \$1 for \$1.00.</p> <p>Serpentine Crepe Kimonos \$1.00 All our merino, silk, of all sizes, under \$1 for \$1.00. For ladies' wear, sizes 14 to 18.</p> |
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LESSON IX

Clearance Sales Need Careful Treatment

NO store is free from the periodical need to move goods quickly. The need is common to the big city store of metropolitan size and equipment, and the smaller city store less impressive in size and departments. At the end and sometimes in the middle of a season a quick-moving event is necessary to lighten stocks.

Here are the outlines of such a method and the general details of the advertising plan that will prove most effective.

First, create a good name for the event, a name with something to it besides the idea of clearance. This means that the name must fit the nature of the event and must have behind it a reason for offering goods at reductions or the counterpart of reduced price—extra value for the money.

A definite example of this is shown in the advertisement of Raymond's, Baton Rouge, La., which is reproduced on this page.

The purpose of this event is season clearance of merchandise throughout seasonal departments of the store. But the theme of the event and the ad which announces it is extra value for the money. And the reason is the thirty-seventh anniversary of the store.

Sales Elements Behind Event

Note that there are three distinct sales elements behind this event.

First, the intention of quickly moving goods out of the departments—clearance.

Second, the announcement of an incentive for the public—extra value for the money.

Third, a definite reason for the event, both from the store's side and the customer's interest.

Stores planning a clearance event for any time of the year can safely follow the method of merchandising outlined in this ad because the method fits the purpose of the event. Not all clearance events are held on an anniversary of the store as this one was, but the idea will be the same. The occasion may be nothing more definite than a special calendar date, or a local event like a county fair, circus day, or a local celebration of some kind. The important thing is the reason for the event, the excuse, if you like, for offering good merchandise at a reduction.

Raymond's want their public to feel that it has had a part in the

store's growth through thirty-seven years of business activity. They frankly say as much in the introductory and touch on the fact that the store's growth and prestige rests on fair dealing with the public, the giving of good goods for the money, and good values for the amount of money. It is useless to make such a claim unless the store's part bears out the claim. Customers have good judgment and clear memories as a rule. Also a store's reputation rests in the hands of its regular customers. They pass the word around and hand it down from generation to generation; such and such a store can be depended upon to do what it says and do it willingly and gracefully.

No amount of clever wording or skilful argument will permanently change the attitude of the buying public one way or another. Deeds not words are the means by which the public measures a store. And deeds are shown by actions, especially in store ads.

REYNOLDS

OUR 37th ANNIVERSARY SALE

Lingerie Blouses

Household Goods

NEW SUMMER DRESSES

302 MEN'S BARGAIN SUITS

Silk Shirts

Wash Materials

965 PAIRS OF SHOES BELOW COST

Seasonable Silks

Men's Furnishings

Summer Millinery

Hosiery

Men's Underwear

Men's Wool Suits

Men's Ties

Men's Socks

Men's Hats

Men's Shoes

Men's Bags

Men's Accessories

Men's Grooming

Men's Health

Men's Travel

Men's Sports

Men's Leisure

Men's Business

Men's Social

Men's Family

Men's Personal

Men's Professional

Men's Religious

Men's Political

Men's Educational

Men's Cultural

Men's Artistic

Men's Scientific

Men's Literary

Men's Historical

Men's Geographical

Men's Botanical

Men's Zoological

Men's Astronomical

Men's Meteorological

Men's Geological

Men's Mineralogical

Men's Chemical

Men's Physical

Men's Mathematical

Men's Mechanical

Men's Electrical

Men's Optical

Men's Acoustical

Men's Thermal

Men's Dynamical

Men's Statistical

Men's Probabilistic

Men's Logical

Men's Philosophical

Men's Ethical

Men's Aesthetic

Men's Political

Men's Social

Men's Family

Men's Personal

Men's Professional

Men's Religious

Men's Political

Men's Educational

Men's Cultural

Men's Artistic

Men's Scientific

Men's Literary

Men's Historical

Men's Geographical

Men's Botanical

Men's Zoological

Men's Astronomical

Men's Meteorological

Men's Geological

Men's Mineralogical

Men's Chemical

Men's Physical

Men's Mathematical

Men's Mechanical

Men's Electrical

Men's Optical

Men's Acoustical

Men's Thermal

Men's Dynamical

Men's Statistical

Men's Probabilistic

Men's Logical

Men's Philosophical

Men's Ethical

Men's Aesthetic

Study carefully the offerings in this ad. Study them by sections in the ad and by departments featured.

In ready-to-wear you will see special values in summer dresses, blouses, muslinwear, millinery, shoes, skirts, sport clothes, hosiery, men's suits, underwear, furnishings and silk suits. In household and general lines the ad is full of offerings of household necessities, wash-goods, rugs, traveling goods, toilet goods and linens.

There is nothing in the ad but what is seasonable and practically every item represents a constant want or need on the part of individuals and households. This is the real secret of the success of this anniversary event and similar ones in other stores. The public is invited to buy goods it needs while those goods are in season. This at first might

seem to be a very little unimportant point. But it is a very big, very important one. It either makes or breaks a merchandising event, and it makes the difference between successful and unsuccessful retail advertising.

When clearance is made the store should be able to offer goodly quantities in a line or department. People are touchy about being told that certain desirable goods "are all sold out." Also, goods must be up to non-clearance standards. It is disconcerting to look at an item offered at a reduced price and detect signs of inferior quality, workmanship or weight. There is no advantage to a customer to pay less and get less; but she thrills at getting more or better for her money.

Hundreds of so-called clearance events have fallen flat early on account of this point, and not always because the store was insincere. More likely because the merchandising department used poor judgment.

Study Condition of Stocks

At the near approach of a clearance event, the head of a store and his helpers should take account of what is in stock, how much, what qualities, and the season demand for it. Then an estimate should be made of how long the public's interest can be held by the theme or purpose of the event as expressed in the title of this ad.

Ordinarily the words "clearance," "clearaway," "stock reducing," etc., are colorless terms not likely to long remain in the minds of those who read the store's ads. It is better to use such heads as secondary captions, putting a personal note in the name of the event and in the title of the ad that heralds that event. Here is an example of what is meant: "We Invite Our Customers to Select What They Need from Our Shelves." Sub-title: "Values Are Plainly Indicated by Prices and Qualities You Are Familiar With—Reductions Will Surprise You."

The whole secret of a successful clearance sale is, in a nutshell, have a reason for clearance, make this reason clear and interesting and illustrate it by descriptive items in the ad. Last but not least: Run just as few clearance sales as possible.

LESSON X

Goodwill Advertisements Pay the Most

NEW business comes to a retail store through two direct channels. One of these is the demand of established customers for more goods of a certain kind and better goods. This means that the store can, through its advertising and service, interest its regular trade in more carpets, rugs, clothing and so on, and educate them to want better goods as time goes on.

The other channel through which new business reaches the store is through new customers, people who have done the bulk of their trading elsewhere. These are best reached through the store's consistent advertising campaign.

The distinction is clear between purely merchandising ads and those with a goodwill slant. The first kind simply outlines what the store will offer the public tomorrow or the next day; the second kind does the same thing, but in addition makes customers want to buy goods. An ad of the second type is reproduced here. An analysis of it will serve as a lesson in the most productive and least costly of all types of retail ads.

Strictly speaking, any good ad a store puts out is a goodwill ad, but there are only a few that are especially designed to build up what is known as prestige. A better name for prestige so far as retailing goes is "leadership." The store that gains leadership in its community is on the sure road to commercial success.

Any store can gain leadership, not necessarily in all lines, but in a few. And the thing that characterizes an ad as a prestige ad is leadership departments. It is easy for any store to acquire leadership in, say, its ready-to-wear lines, or its shoes and millinery or its domestics.

But no store ever attained leadership in any line without special effort.

Prestige Methods of Real Value

Study the ad reproduced here. It has most of the elements of a distinctly goodwill ad. At first it will appear little different from any other ad, since it has only the physical appearance of the ordinary retail announcement. But behind it there is something not found in the average run of daily retail publicity. It has a definite idea, a specific appeal, that interests certain kinds of customers. This appeal is found in the descriptive items in each of the ten merchandise sections represented in it.

From the washable materials—“*Very sheer quality for the dainty summer frocks and waists.*”

From the silk section—“*A good dependable grade that will give long service.*”

From the household muslins section—“*Heavy enough for pillow cases and sheets and will soon launder white.*”

From the bedspreads section—“*Very dainty and will harmonize with finest furnishings.*”

Consider the selling value of items with definite ideas in them such as these sentences indicate. They not only sell goods but furnish the reader of the ad with ideas as to the use and application of the merchandise. All the regular customers of the store read such items with interest, and everyone else who reads the paper will receive a decisive buying impulse from the ideas contained in such items. That is why this ad is a goodwill-building ad. It tells the customers something definite besides the color, weight, texture and design or price of the goods, while the ordinary item tells only things the customer already knows. The items quoted above create buying interest, and buying interest attracts the attention of customers who are always on the lookout for goods and ideas.

It does not require a very long series of ads of this kind before new people begin to filter into your store, one, two, five and ten a day until, before you know it, your business has increased because your merchandise interests them.

What could be simpler or more profitable than carefully written ads that cost no more than carelessly written ones? All the store ad man needs to know is the difference between an ad that is merely a bulletin of known facts and one that has the facts plus ideas to fit them. And the difference will be that one sells goods only while the other sells the institution behind the goods or its ideas, which amounts to the same thing.

Smallest Store an Institution

Do not forget that your store is an institution, no matter how small it may be or how limited its clientele of customers may be. It is the merchandise after all that people buy, but they are attracted to and remember goods with ideas attached; that is, descriptions of goods that contain an idea.

You can build your business and expand it by putting the same intelligence into your ads that you put into your study of the market and the study of serving customers well.

Prestige or goodwill can be threaded throughout every headline, introductory illustration, sub-caption and editorial in your ads. Goodwill is an asset upon which no money value can be placed because it means just what it says, “goodwill”—the will to favor your store on the part of the buying public.

LESSON XI

Season Advertising Is Founded on Store News

RETAIL advertising is an influence. Each ad the store runs increases the influence every time a customer reads it. This is just as true of the smaller store in the lesser town or city as it is of the big store in the bigger cities which use maybe a page a day. It isn't the page or the half page but what goes into it that counts. Also the followup ad counts and the next followup. Here are some ideas on how to open a fall campaign of advertising and how to follow it up until the season is well under way or merges into another season.

Fall is the season of new activities in the home and in the store. New goods are in stock ready to supply the fall needs of individuals and householders in your store and every other store like it in your city or town.

What kind of ads will you use and how many and how much space? These are the questions that need answering before the fall schedule is perfected. To make the answer to these questions fit individual needs is impossible without special data from each store, so let us take an average case as a basis. We shall assume that yours is the average size store in a city of ten thousand more or less. You used on an average last year three columns of space every other day, six days a week. That amounts to 180 inches a week if the page depth is 20 inches. It will do for illustration anyway. You may use twice or only half that much but do the apportioning yourself. What counts here is the idea. Here's a suggestion:

Open the season with, say, a four-column ad. Feature four of the leading season line of goods such as the ready-to-wear, especially cloaks and suits, millinery, shoes and wool dress goods. Use the rest of the space for carpets and rugs, draperies, etc., if they are carried, and small furnishings, neckwear, gloves, corsets, hosiery and so on. These may not all be affected by style elements but most of them will be in the early fall, especially the ready-to-wear, shoes and furnishings.

Feature the four lines mentioned by giving them fairly good space, an illustration or two and put a few items in on the other departments. The idea is to give the opening advertisement enough interest and grip to start the public to thinking about the store. That is why the first of the opening ads is so important. Everything about it is important, but the main headline and the introductory are vitally so. They need to carry a real idea set forth in simple but interesting language.

[illegible]

Title for the second ad: “Yesterday’s Exhibit of New Goods Interested Hundreds. Here Are a Few More Typical Items. Notice the Prices and the Qualities.”

Title for the third ad: "New Fall Dresses Are Leaders for Tomorrow in Our Great Opening Exhibit—Study These Prices as You Read the Descriptions of Goods."

Title for fourth ad: "Tomorrow Is the End of Our Opening Week and Here Are Some Interesting Leaders—Fall Is Just Starting. Start Early with Your Shopping."

These headlines suggest the treatment of the introductory, but each store would naturally be better able than an outsider to write that introductory. But here are some suggestions, five of them:

1. Talk about the season and its merchandise needs.
2. Talk about how to use the goods. People know how to buy them.
3. Speak of the different kinds of interest in fall merchandise—new styles, new patterns, new shades and weaves, new qualities and new assortment.
4. Say a word or two about the kind of customers who like new things for fall.
5. Write a ten-word introductory for each separate section of the ad so as to link it with the general theme of the campaign—fall opening is the general theme.

Think in Terms of the Customer

Keep in mind people do not think as you do of your goods, not at least until they have bought them. Use your advertising appeal to tell the customers what to think about the new things. Their natural needs will do the rest. And be sure to link the first ad with the second at least in a merchandising way. Here is how:

Notice the layout and general merchandising of the two ads reproduced here. One of them is a good example of an advance opening ad—the one with the section headed "The New Tailleur Suits." The other one is a good example of a followup, although it is the ad of a different store. Notice that what is featured in the first ad is secondary in the second and what is first in the second ad is secondary in the first. Ready-to-wear is the leader in the first ad, household staples is the leader in the second ad. If they were run consecutively by the same store the second ad would serve as a good followup so far as merchandising goes.

Most stores make the mistake at fall opening time of featuring ready-to-wear for four or five weeks to the exclusion of staple and household lines. Feature the style lines, of course, but keep some of the regular staples in the ads all during fall advertising.

Fall announcements with an art design of some kind and a hundred words of general publicity are going out of date. Merchandise ads are the thing for openings. People want to know what you've got and what they can use it for. Put that in your copy.

LESSON XII

Complete Publicity in Stores Is Threefold

NOW and then there appears in the want ad columns of trade papers and newspapers a want ad worded to this effect: "Wanted—combination window display man, card writer and advertising man . . . experienced, etc."

The store advertising for a combination man has in mind a man who can write ads, trim windows and print show cards. If the want ad went on to say, "Who can link our ads with our windows and our goods" it would express the idea behind this article.

More than any other type of store the smaller town and city store needs to combine the power of windows, show cards and advertising copy every day of the year. It is not enough to have a good window now and then, a good set of show cards some other time, and a powerful ad another day; they should work together every day if ads are run every day. If ads appear only every other day or twice weekly the windows and show cards can be made to bridge the gap, and they will do it better if the three publicity factors are used together as often as possible.

How to Combine Publicity

Here is a concrete example of linking windows, cards and ads: The store has just got in a new stock of fall millinery. It is to be put on sale Thursday of this week. It is the kind of millinery that brings good prices for a short season and then goes out of vogue quickly and cannot be sold at any price. The season for millinery is about at its height and there are two weeks of good selling season left. How can you push this millinery for all it is worth while it is worth it? That question has been asked and answered—sometime—in every store in the country. Here is what usually happens in a situation outlined as above: The hats sell well for three days; then they sell one at a time until something new crops up, and then they must be marked down, sometimes to an actual loss, in order to clear them out.

Here is your answer: Put in a good display of the hats, one or two windows if the merchandise is important enough for that, and in the department use show cards or price cards similar to those used in the windows (small, simply lettered cards are best). Then before the sale opens feature the hats in a good-sized section of the ad, using a facsimile of the cards as a price mark. This can be done with type

and rule. Then write a line or two, either as part of the introductory or as part of the descriptive item something like this: "They make a splendid display in our fourth street window. Look almost as good as when correctly dressed women wear them."

On one big card in the window put this same sentence. This links cards, windows, advertisement and millinery in the mind of the lady who reads the ad or sees the window. Remember that all sales originate in the customer's mind. Everything that calls her attention to a special line or item helps make her want that special item.

Most customers look at windows and read ads. All of them look at display cards, especially those with prices on them. The only way they can get a threefold impression of the desirability of an item like, for example, a beautiful hat, is for the store to combine that impression in its cards, windows and ads. And what is true of millinery is equally true of most other lines.

Windows Exert Intimate Influence

In reality windows should be the basis for all seasonal advertising of departments. They exert an influence on the customer when she is nearest the store and when she is most surely in a buying mood. In other words, the window display is a form of retail advertising whose drawing power is in the thing advertised rather than words written about it, as is an ad.

This is all the more reason why the newspaper ad should carry a description of the window: because it describes advertising. A window is a form of advertising, while an advertisement is an advertisement. The show card or price card comes in here; it is a part of the window display whether it is in the window or in the department.

Combining them is a matter of plain resourcefulness and ingenuity, but when they are combined the value of each is magnified threefold.

Always follow the rule that every department of your business must be considered in relation to the whole.

LESSON XIII

Everyone Has Something to Buy

ALL the principles of salesmanship are simple. And the simplest of all may be expressed in these words: "Everyone has something to buy." You will see as your knowledge of the nature and purpose of selling increases why this principle is stated in terms of the purchaser rather than the seller.

It would be natural, at first thought, to say that "Everyone has something to sell." This is true enough, but no one could sell a thing if someone else did not need it or want it.

Salesmanship, like advertising, is based on merchandise, goods, commodities. If no one needed or wanted soap, pianos, automobiles or shoes, there would be no soap salesmen and no piano, automobile, shoe or piano salesmen. Or if each one made everything he needed, as was the case in the early stages of society, there would be no need for the business of selling; there would be no principles of salesmanship.

But everyone does need something to use or to wear or to eat all the time.

That is why salesmanship is the most universal of all the trades, crafts and professions. Also, the fact that merchandise touches so closely on the personal life of people makes it the most human of all businesses.

The retail salesman deals directly with either the user or consumer of the goods. Retail salesmen meet their customers face to face in the presence of the goods. Wholesale salesmen meet the dealer, the merchant, who sells the goods to the consumer or user of it. The specialty salesman sells sometimes to the consumer, sometimes to the distributor, depending on what he is selling.

Retail Selling for Beginners

This series of studies deals largely with retail selling—selling directly to the consumer. This type of selling is best suited to the needs of beginners. Also retail selling offers more breadth of view regarding the types of merchandise upon which basic principles of selling depend, and a wider range of needs which customers want to supply themselves. Finally, retail merchandise is more or less familiar to all of us. All of us have to buy goods almost every day and we are familiar with their use and nature.

Selling an item of merchandise to a person who needs it or merely wants it is a fascinating process if rightly viewed by the salesman. And the more fascinating it is to the salesman the easier he can sell it.

LEARN THIS MOTTO BY HEART: "People buy goods because they want them, not because the salesman wants to sell them."

LESSON XIV

Good Selling Demands Good Thinking

THERE are only a few principles of salesmanship. Here is the first one expressed in simple terms: "All sales begin in the customer's mind and all sales are finished there." This means that the salesman's work is primarily head work, mental work, thinking.

Prospective customers for what the salesman sells think of it in terms of their own needs, not the salesman's need to make a sale. A customer may enter a store with the express purpose of buying a hat or a pair of shoes or a fountain pen and yet not be in a buying mood. He may go out finally without buying something he really wanted or needed. Then, again, he may come in with no intention of buying a certain article and go out with it under his arm pleased that he bought it.

Whatever the customer does is colored by what he thinks, and the salesman's work is to help him think in terms of what he wants.

The salesman's first duty is to attract the customer's attention; the second duty is to find out what the customer's train of thought is regarding the goods. The method—technique—of doing this depends entirely on the personality of the salesman and the nature of the thing he sells.

Principle Never Varies

Technique in selling door mats is different from that used in selling oriental rugs; different in selling expensive furs than in selling cheap jewelry; different in selling candy than in selling watches. But remember it is the method only—the technical method—that is different. The principle is the same. This will be brought out in detail in these lessons when the series on specific commodities begins. Before this part of the course is reached the student ought to understand what the essence, the spirit, of salesmanship is. It is service. When you sell a customer something he pays you for two things—the goods he buys and the service you have rendered him. Did you ever get a bill from a doctor or a lawyer? You did. And at the top just in front of the amount you owe is the phrase "For Service Rendered." Your doctor's bill was \$8.00. You paid it because the doctor had something you needed—professional advice—and because he gave you the advice. Two things, you see, advice and the giving of advice. The last is a service. You sell

a man a hat for \$8.00. He pays you for the hat and all you did to sell the hat to him—service.

Learn this motto by heart: “All selling technique—method—is based on the service that goes with the commodity sold, not on the nature of the commodity.”

LESSON XV

Every Sale Implies a Human Want

NO salesman can sell goods unless he knows why people want them. Every item of goods supplies a human want, and a "want" is just what the word says—the mental expression or manifestation of a need for something. You want a drink; you want sympathy; you want friendship; you want a suit of clothes. You get none of these unless you make your need, your want, known. Reversing the order, you as a salesman, can sell nothing unless you know where the want originates, how it happens to be in your customer's mind. Is he led to want a thing because it is a luxury, a utility commodity, a necessity, a convenience, style or fashion commodity or an impulse commodity—something bought on impulse rather than a previously made decision?

The basis of profitable selling at retail is having in stock goods that supply the biggest number of (1) Natural wants; next the biggest number of (2) Created wants; next, the biggest number of (3) Artificial (sometimes known as predatory) wants; and last the biggest number of (4) Individual or personal wants.

The salesman's chances for selling are naturally in the same order. He can sell what people want because of natural reasons better than he can sell what they want for created artificial or individual reasons.

Natural Wants are those arising from elemental, usually physical, needs—food, clothing, shelter and all allied reasons. A woman buying a loaf of bread or a sack of flour is supplying a natural want. There are scores of other examples just as clear as these which any student can work out for himself.

Created Wants are those arising from needs not wholly based on the nature of the goods but on the use of them. Such needs are only partly physical and cannot be traced to elemental or traditional needs. A person buying rubber heels, ready-to-use foods, such as patent breakfast foods; convenience commodities, such as vacuum cleaners, electric washing machines, washing powders or soft drinks, is supplying created wants. The rubber heel is a splendid example. No one needed rubber heels until someone invented them and interested people in wearing them instead of leather or other solid heels. Most goods which supply created wants are a special application of merchandise which supplies a natural want. But there are exceptions to this rule. For example, the need for cotton blankets has no relation

to the need for woolen blankets, a traditional need. You will hear more about this in later lessons.

Artificial Wants arise from the need for goods which supply a strong mental or temperamental need. When a person buys perfume, valuable paintings, expensive automobiles, diamonds or other gems he is supplying artificial wants. Not artificial in the sense that is usually put on the word artificial—but in the sense of the goods having no definite basis in economic need. You can really need a diamond but not in the sense that you need bread. Artificial wants are sometimes referred to as spiritual wants, especially when they are based on the needs for books, literature, music, art, ease, comfort or friendship, if these things could be classed as commodities.

If an artificial want is not spiritual it is predatory, meaning the customer buys it because she wants it and has the money, not because she can claim she needs the commodity.

Individual Wants include many of those coming under the three other classifications but with the distinction that they are modified by the personal viewpoint of a single individual rather than a group of individuals with the same needs.

When a woman is buying silk stockings or a red sweater or a hat with a wide drooping brim she is supplying an individual need for the kind of goods she is buying. Keep in mind, however, that other women may buy the same things with a wholly different reason.

What People Think of Goods

Thus it is plain that wants classified as individual are so classified because of what the individual purchaser thinks of them, rather than any conventional or set usage. The need for goods that supply individual wants usually arises from a personal estimate of the use to which such goods are to be put rather than the seller's or even the manufacturer's idea of what they ought to be used for.

These four types of wants will be referred to continually in lessons where the method of selling specified commodities is dealt with. So try to learn their meaning and application. Select twenty things you use every day and try to classify them under the four heads—natural, created, artificial and individual wants.

Learn this motto by heart: "Human wants are the connecting links between the customer and the goods he buys—they are common ground on which both the salesman and the customer stand."

LESSON XVI

Study Merchandise While Selling It

SUCCESSFUL advertising men and successful salesmen know their goods. They must know other things, among them human nature and how it reacts to sales appeal, but first of all they know merchandise—its use, its value and its meaning.

If you expect to excel either as an advertising man or a salesman you must begin now the systematic study of the things you will some day advertise and sell.

You do not have to own a store or a manufacturing plant in order to study merchandise; you do not even need to work in a store to begin your study of goods, although retail experience would be most valuable. You can begin with the things you wear, eat and use; you can begin with the goods in your room or your home. They are merchandise just as truly as if they were in the factory where they were made or in the store where they were bought—the carpets, rugs, stoves, pictures, curtains, dishes. Anything and everything that is needed and used by an individual, a group of individuals, a household, is merchandise and was once sold by someone just as it was bought by someone.

Everything worn, consumed or used is goods, merchandise, and has its classification according to its use, who uses it and its nature. To begin to study merchandise intelligently you must learn the different classifications and their meanings by putting the classifications into groups.

There are three broad groupings of merchandise as follows:

(A) Merchandise simply viewed as stocks in a store is divided into staples, novelties, specialties.

(B) Merchandise viewed as to the needs it supplies to customer is divided into fashion or style goods, necessities, utilities, convenience goods, shopping or impulse goods and luxuries.

(C) Merchandise viewed as to its use by customers is divided into personal-use goods, consumption goods, family goods, general-use goods, special-use goods. These groups will be dealt with in detail later on. For the time being just keep in mind that you need to know the meaning of these groups in order to formulate advertising and selling plans and arguments for them.

You can readily see that group A is classified on the basis of the selling nature of the goods and not its use, but groups B and C are

classified on a basis of the use-nature of the goods. Keep in mind also that these three groups include not only goods sold at retail, but all kinds of goods, nationally advertised, unbranded, goods sold at wholesale and as specialties.

Reread the groupings several times and get them firmly fixed in your memory, especially before you begin on the next lesson which will combine some more merchandise information of groups and a special rule for the study of selling goods out of these groups.

Commit This Little General Bit of Selling Wisdom to Memory:

Every item of goods is intended to fill a real want of some kind; there is no such thing as goods made merely to sell. It is made to USE and it must be sold on that basis.

LESSON XVII

Everybody Has Something to Sell

“EVERYBODY has something to sell” is a common axiom in the business of selling. “*Everybody has something to buy*” is just as true an axiom and a most important one in the study of merchandise. Every line, every kind, every class and every item of goods is made to serve the needs of someone. And it is this someone’s needs which form the basis of every advertising and selling campaign.

Do not get the impression that the goods you see on store shelves and in store windows were put there in the hope that someone would need them. The storekeeper knows someone needs them. He has the goods on his shelves and in his windows to remind the customer of her needs, both those she is conscious of and those she is likely to want as soon as she sees the goods to fill the needs and to supply the wants. Some wants are latent, undeveloped; others are highly developed, always present in the customer’s mind. It is the storekeeper’s and his salesman’s privilege to supply both kinds of wants.

Some kinds of goods attract more quickly the attention of the customer with conscious wants, others attract people with unconscious or latent wants. The second grouping of goods, C of the last lesson, gives you the key to how goods supply wants by showing you how goods are classified as to who uses them.

Let us take the third grouping and analyze it as we analyzed group B in the first lesson. Here are the five classifications under group B described as to their meaning:

Personal-use goods is any commodity bought to be used particularly by an individual such as clothing, a tooth brush, or a toilet article, candy, a watch, a bracelet—anything not for the use of several individuals.

Consumption goods is anything which has to be used up in order to get the benefit of it. Items coming under the personal-use classification are in a broad sense consumption goods, but in the narrow sense some of them are not. A watch is not used up, consumed, when it tells time, but soap, candy, tooth paste, scouring powder, lemonade, cigars and tobacco are actually consumed, destroyed in a sense, before the customer gets full satisfaction and value out of them.

Family-use goods are commodities exactly opposed in use to personal-use goods. They are used by several or many people, such as rugs on the floor, dishes on the breakfast table, hat racks in the hall,

the bookcase or reading table in the library, the mantelpiece, the fireplace, the chairs and so on. Any one can step on the rug, sit in the chairs, look at the pictures, but only one person uses father's tooth brush or wears his pajamas. They are his personal-use goods; the others are for the family and its guests.

General-use goods form a sub-classification of family-use goods, such as the piano, the automobile, the swing on the front porch, the doormat. These are bought primarily for the household perhaps, but their nature is not changed even when they are used by outsiders or strangers. Their use is not modified by the personal standing of the user.

Special-use goods are commodities bought to fill a special need aside from the need of the purchaser, such as toys, electric fixtures, books, skates, electric light bulbs, flowers, etc. Toys are bought for something aside from their merchandise value—they are goods to amuse the children. Skates are for use in sports; electric bulbs furnish light from current; books furnish diversion and inspiration; flowers express sentiment.

A Basis for Self Help

Now, why is it necessary to consider the shades of meaning brought out by group C? Because you must learn to sell goods on the basis of what they are used for and who uses them. This viewpoint is still more important in advertising, writing copy that sells goods, as you will see in future lessons.

Keep in mind that groups B and C may refer to the same goods, but in a different light; the first refers to them as to the needs they fill, the second refers to how they are used. Get this clearly in mind and commit it to memory:

The customer buys what he buys because it will serve him; how he uses the goods gives it the final classification, the one all selling and advertising appeal must be based on.

LESSON XVIII

Wants Give Customers the Buying Impulse

EVERY human being in the world has certain needs for goods. These needs are the reflections of wants that exist in the mind. Your sister wants a piano, not because there are pianos for sale, but because of the thing a piano will do for her—interpret music. The piano does not put the want in her mind, it only awakens it. Nature put the want into your sister's mind, in a mysterious way known only by nature, just as the want for food, clothing and shelter were put into your sister's mind or yours.

In all probability the want for music as reflected in your sister's being is hundreds of thousands of years old, inherited from her ancestors of the primitive caveman period of the human race. There were no pianos then but there was crude music, just as there is today with the lowest types of humanity, savages and cannibals in the jungles.

Civilization has produced the piano to supply the constantly heightening quality of the demand of the human race for music. Otherwise your sister would be satisfied with the crude sounds of the Indian tom-tom or the log drums of the South Sea Islanders.

There would be no pianos in the stores and no piano salesmen if your sister and thousands of women like her did not need music. Because there are thousands of such people you see pianos for sale everywhere.

Now to sell a piano the salesman needs to understand the want for music—piano music—and the way the piano supplies this want. Also the nature of the customer who needs music. Three things the salesman must understand: (1) the want, (2) the way a piano fills it, (3) the person with the want—needs, goods and people.

Get this firmly in mind for it is the basis of the next three lessons of this series. They deal with the different kinds of wants and the selling rules that supply them. Go into a piano store this week and listen to a salesman as he tries to sell a piano to a customer. See if you can trace the three kinds of knowledge he is using. Then work up a piano-selling argument of your own.

Keep in mind that the piano salesman must appeal to a want in his

customer which he himself has never experienced. He may not like pianos or piano-music at all, you know, and still be a good salesman.

This Is Worth Remembering:

Different goods supply different wants and there are five big groups of wants. They will be explained in the next lesson. See if you can think up five kinds of wants supplied by five different classes of goods.

LESSON XIX

How to Group People's Needs

A FAMOUS merchant took a young friend through his store, one of the largest in the world. After they had traversed floor after floor and looked at hundreds of displays of merchandise on tables, shelves and counters, the merchant asked his young friend what he thought of the store. The young man answered: "It certainly is full of many kinds of goods; how will you ever sell all of it?"

Then the merchant told him how. He said: "All these kinds of goods represent a certain type of human want. Our salespeople are taught to study the kinds of wants which each class of our goods supply. We never could sell anything if we simply sold goods as goods."

Wants we have seen are classified as (1) natural wants, including food, clothing, music, and any item related to shelter; *artificial*—sometimes known as *cultivated* wants—supplied by any item of goods whose use depends on a special need supplied by the goods. All luxuries come under this head and such specialties as breakfast foods, rubber heels, canned meats and so on. All artificial wants are modified natural wants, just as the goods supplying them are modified goods; *predatory* or *caprice* wants, the kind supplied by goods bought entirely because the customer has the money and the inclination to buy; regardless of the actual need for the goods—jewelry, automobiles, silk underwear, fine and expensive clothing, *created* wants, those distinguished from purely artificial wants because they are dependent upon a special need created by circumstances, not wholly associated with goods—the alarm clock, the typewriting machine, cake, candy, the bicycle, vacuum cleaner and similar types of goods; *spiritual* wants, these are supplied by things not classed as merchandise but subject to the rules of buying and selling—literature, art, education, travel, companionship, diversion, rest. These, of course, are bought or sold only indirectly, but there is a certain kind of trade in them.

Only the first four types of wants are of direct interest in our study of merchandise, and these only because they form the basis of the customer's attitude toward goods. We study goods because we—some of us at least—must buy or sell it. And all the selling principles are based on wants.

You will recall in the last study a reference to the kind of want supplied by a piano. You will be surprised to find that this want comes under the group classed as *natural*. You probably thought it a culti-

vated or predatory want. Not at all. The piano supplies an elemental, inherent want. Love of music is natural, taste for it may of course be cultivated, but we are dealing here with wants as wants and the kind of goods which supply them.

In the two following lessons you will be told how an understanding of wants is a help in selling. And you will need to refer to the general classification of goods given in the first lesson.

Read it and get its contents clearly in mind. Remember what the great merchant said to his young friend.

The next time you are in a department store see how many types of wants you can classify by looking at the goods in each department. If you buy anything yourself try to classify the want you are supplying.

Here Is a Valuable Secret:

Goods do not create wants, except indirectly; they supply the needs represented by the want and are merely material symbols of a mental state. See if you cannot make yourself agree to this.

LESSON XX

How Goods Are Grouped for Use

BEFORE reading any further in this study refer to the merchandise chart given in study number XVI. You will see there the first classification indicated by capital A: staples, novelties, specialties. These are the basis of store stocks. The entire stock of goods in any store is made up of a certain percentage of each kind. The store's selling activities so far as kinds of goods go depend on the amount of each of these classes of goods in stock. Now the selling principles which rest on each class:

Staples *standardize* the store's market; they form the background for all sales effort put forth by the retail organization because they supply known and established wants. This is rule 1A.

Novelties *stimulate* special channels of trade (selling) creating interest in goods by giving customers new viewpoints about staples. A novelty hat stimulates the sale of staple hats and brings in profit in addition, and so on through the entire range of staples. This is Rule 2A.

Specialties *sustain* interest in general sales of staples and novelties. They are usually "something new in this or that." They sell rapidly and usually go out of vogue quickly but are constantly replaced by new items of their kind. Take an example from the toy department: dolls, blocks and hobby horses are staples; mechanical toys like railroads, engines and construction toys are specialties; little bugs that crawl when wound up, dolls that tumble, birds that squeak, are novelties. Each has its selling function in the toy department as outlined above. Specialties *sustain* the interest of customers. This is Rule 3A.

Now the group marked B: This group is the basis of sales-building and promotion. Advertising, window trimming and interior display—factors in selling—are based on the nature of group B. Here are the group B rules for each type of goods:

Rule 1B—*convenience* goods form the basis of general selling because people (customers) are constantly in need of goods which save time, work and energy—ice-chests, handbags, hat racks, fireless cookers, vacuum cleaners, ordinary household and personal-use utensils may all be classed as convenience goods.

Rule 2B—*necessities* form the basis for profitable selling in many departments of stores because it is little trouble to sell goods people must have—food, plain clothing, underwear, shoes, bed clothes and the like.

Rule 3B—*utilities*, the same as necessities except on a specialized scale, since utilities have no other appeal than usefulness, not beauty or interest like pictures, furniture or oriental rugs, utilities include kitchen utensils, plain dishes, laundry supplies and a great many items properly classed as convenience goods. All utilities are convenience goods but not all convenience goods are utilities.

Rule 4B—*shopping* or *impulse* goods are found in the fancy goods, toilet goods and notion departments. They form the basis of continuous selling in large volume but at small profit. People buy them largely by seeing them—on impulse—not from long and careful deliberation. Impulse goods lead people into other departments of the store. A woman may come into the store for a ten cent cake of soap and finally buy a \$300 fur piece.

Rule 5B—*luxuries* constitute all goods bought as much on caprice as on utility or necessity. Furs, diamonds, expensive clothing, Oriental rugs, period furniture, are typical. They are bought because the customer wants them and has the money. Luxuries cover a large range of different goods and are sold in many departments of the store. They produce big volume of sales and much profit with small sales effort. They bring discriminating customers into the store.

Rule 6B—*fashion* goods means any item of merchandise whose sale is influenced by style or current mode. The larger and more expensive items of clothing and furnishings are good examples, so are gloves, shoes and millinery. Fashion goods create additional markets for ordinary lines. They act the same way specialties do on staples in classification A. They are stimulative in effect.

Go into a store before you read the next lesson and see if you can locate an item of goods out of each type under class B. Do not worry much about classification A. It is the concern of the store executives not the salespeople. Lesson 6 will give you the rules for class C—the basis of personal selling, service and established trade in stores.

Bury This in Your Head:

You must know why a store sells certain types of goods before you can sell them yourself intelligently as a salesperson. Every kind of goods has a reason behind it. You must learn these reasons.

LESSON XXI

Learn to Make Rules for Yourself

CLASSIFICATIONS A and B of merchandise are the basis respectively of stocking goods in a store and of catering to certain wants represented by certain goods.

Classification C as given in Study Number XVI is the basis of selling methods of the store salespeople as well as the basis of growth in volume of business and profit for any retail store. Classification C of the grouping of goods has to do with the attitude of people who *use* the goods after it is bought. It is the user of the goods, you know, whose money keeps the store going. If people did not make use of the goods they buy they would not buy the second time. They would consider their money as wasted.

Classification C, Study XVI, deals not with goods but its use after the price has been paid for it. There are five divisions of this classification as follows:

1. *Personal-use goods*—the kind bought for the exclusive use of one individual such as a toothbrush, a suit of underwear, hats, shoes, a razor, a bar of toilet soap, a suit of clothes or other garments of personal apparel. Personal-use goods are goods bought for an individual, not a family or several people.

2. *Consumption goods*—the kind which must be used up, destroyed in a sense, before the benefit is received from them—food, soap, matches, chewing gum, candy, soft drinks, coal, gas, electricity, face cream, talcum, tooth paste, and so on. Consumption goods may be personal-use goods or several other types but they are not consumption goods unless they are gradually destroyed in giving value to the person who bought them. To get the five cents worth out of candy you must eat it, destroy it in a sense; but to get the benefit out of a \$45 cook-stove you do not have to destroy it, you only need to use it. The same with a suit of clothes, an automobile, a toothbrush or a bath sponge. Of course, the latter four will finally wear out but not in the sense of being destroyed.

Rules 1C and 2C are the same: namely that personal-use goods and consumption goods form the basis for the natural growth of the store's business, the store's clientele—its regular list of customers. If a customer once becomes interested in a store's personal-use and consumption goods lines, it is easy to get return or repeat sales from those customers. They cling to goods of this type which they have once used with satisfaction.

Rules 3C and 4C, family-use and household-use goods form the basis of large sales and an established trade through a long period of years—big items like rugs, furniture, pictures, china sets, table silver, flatware and hollowware, kitchen and laundry utensils—things whose terms of usefulness are long relative to the price paid. If they give satisfaction the store can expect repeat sales because families and households do not change so frequently as individuals, the users of personal-use and consumption goods. Keep in mind, however, that the latter two classes of buyers (customers) may also be members of families of households.

Rules 5C and 6C, general-use and special-use goods, form the basis of season and special selling the same as 3C and 4C, except there are fewer items of goods and they appeal to a narrower class of purchasers. Toys are special-use goods, so are electric light fixtures, automobile accessories, sporting goods; pictures and dishes are general-use goods, so are window screens, awnings and hammocks. Goods in these two groups help the sales of all goods in all other departments.

Study the chart in which the three big classifications of goods A, B and C are shown and you will see clearly the relations of each to the other and how they affect retail selling, advertising, window display and interior or counter display—technical factors in selling goods.

Review rules given in studies numbers XVIII, XIX and XX and get ready for six studies dealing with the actual selling of certain items of goods selected from a list of typical, every-day items which you or some member of your family buy every day in stores.

Some of the following studies will show how to select selling points for three items of each type of goods in Classification B.

This Has Made Many Merchants Successful:

The thing that helps a salesman sell goods to a customer is the same as the thing that helps the customer buy from a salesman—the point of view reversed is the only difference. So, really, a successful salesman is a successful customer turned “wrong side out,” as the old saying goes. The salesman sells the thing he uses himself but substitutes another person for the buyer.

LESSON XXII

Why Do Women Buy Gloves?

IS there a definite principle in selling gloves at retail? There is if the salesperson wants to think so. And she can better please her customer if she will think of a glove as serving a definite purpose in the purchaser's mind.

"Purpose?" You may say. "Why, yes, of course, the customer buys gloves to cover her hands. That's what a glove is for."

Yes, gloves are worn on the hands and they cover the hands. But surely they mean more than that to the woman who is ready to pay \$3.50 to \$10 a pair for them.

When a customer asks for gloves think of gloves as an important part of her street attire, if she is buying street gloves. Think of what other items of a customer's dress mean. Her hat is the *characteristic* element; her shoes the *smart* element; suit or costume the *unifying* element; veil, the *individual* element and gloves, the *harmonizing* element.

Look at the customer in terms of street attire, but do not necessarily tell her you are so viewing her.

When she begins to look at gloves and you begin to fit her, other details will come up: the material, workmanship, style, finish, color, buttons or snaps, and price. These are details of the gloves. They have little to do with the customer's reason for needing a pair of gloves. She will buy what she buys with one main thought in mind, "How will they look with the other things I wear?" If the customer thinks this the saleswoman ought to think similarly but from the standpoint of the seller. This thing is "Gloves are the harmonizing element of a woman's attire." (Men's too for that matter, but this lesson is based on selling women's gloves.)

Why is it necessary for the saleswoman to think anything? Because to intelligently serve a customer the salesperson must think in terms of what the gloves mean to the purchaser. Otherwise the saleswoman is merely an automaton, a human vending machine of more hindrance than help to the customer in getting exactly what she wants.

A woman buys gloves with a definite purpose in mind and she and the salesperson ought to agree on the purpose. Other details will be attended to naturally in the course of making the sale. She will decide on the style and color, also on the price. The fitting is merely part of the process.

To be a good saleswoman study stocks and style and keep in mind that gloves are accessory to correct dress no matter what the price or the kind, unless they are work gloves, and even they have style.

Good selling must always be preceded by good thinking. Think of the gloves as something the customer needs, not as something the store wants to sell.

Gloves are classified as necessities so far as dress goes.

The next study will be on how to sell an alarm clock— a convenience commodity.

LESSON XXIII

A Rule for Selling Convenience Goods

A CUSTOMER has asked to see alarm clocks. Does he want it because it is beautiful or costly? No; then it isn't a luxury commodity. Is it absolutely imperative that he have an alarm clock? Hardly; then it isn't necessity goods. Is it useful? Surely; but it isn't bought as utility goods like an ice-chest or a dishpan. Why does the customer want it? To waken him at a special time. Then he is buying it because it supplies him with mechanically measured sleep.

It is a convenience commodity.

He is buying it for a special purpose. Then it is special-use goods. Knowing all this, the salesman can act intelligently as the seller of an alarm clock.

What the Customer Buys

The customer may want a small alarm clock or one with a muffled bell or a special kind of dial, while you have in stock only plain alarm clocks. Will you lose the sale because of these lacks? Not if you fully understand the kind of need supplied by alarm clocks. No matter what different kinds there are, *all* alarm clocks are convenient. They all accomplish the same purpose in addition to doing what a regular clock does—tell time.

You Sell What the Clock Does

So point out to your customer how well *your* alarm clock serves a convenience purpose—wakens the sleeper at 6:30 a. m. if set for that hour. His watch will register 6:30 a. m., so will the family clock, but neither has a device for awakening the sleeper. The alarm clock has. Impress your customer with the things any alarm clock will do for him and feature the points of excellence of the ones you have in stock. Do not sell convenience goods as goods. Sell what they will *do* for the user just as you sold gloves for what they *mean* to the user. There is quite a difference you see. A glove is bought for what it means; an alarm clock for what it does.

In the next study you will see how to sell a commodity that is bought because of itself not because of what it *means* or *does*, but because of what it is. The subject will be "Men's Underwear." Study this lesson carefully, it will teach you a great deal about how to sell staple necessities like shoes, socks, underwear, shirts, and other items necessary to the personal wellbeing of everyone.

Underwear is classified as personal-use goods supplying a necessity want.

You should try to think up other groups of commodities and classify them. It is splendid practice. Think how ridiculous it would be to sell a glove as if it served the same purpose as an alarm clock or a suit of underwear. If you think of these commodities as only something to sell, you will sell very few of them. On the other hand, think of them in terms of what they mean to the customer and you'll sell many of each in a few hours. The selling is the same; the method is as different as are the uses of the goods.

LESSON XXIV

Woolen Underwear and Alarm Clocks Are Unlike

IF you have read the studies on the selling of (1) gloves and (2) alarm clocks you will remember they are bought for what they *mean* and what they *do* respectively. Of course, the glove does something just as the alarm clock does something else. But gloves are bought because of their *significance*, their meaning, to the wearer while the alarm clock is bought *wholly* for what it *does*, not what it *is*.

Now about men's underwear, a suit of woolen underwear: It serves no purpose that can be compared to the gloves or the alarm clock. It is bought by the customer because it *is a suit of woolen underwear*. Like the gloves, it is a covering; like the alarm clock, it is convenient. But it is bought by the customer because it is a suit of underwear and for no other reason.

Of course, the purchaser considers several points in buying a suit of woolen underwear—warmth, comfort, weight, fit, style of buttoning and other details of workmanship. He will tell you these things or let you suggest them to him. This enables you to show him the nearest thing in stock to what he wants. But do not forget that as an item of goods, a commodity, the underwear is bought for itself *as a suit of underwear*, not because of what it means or what it does.

At first this seems like a hair-splitting distinction, but it is not. It is a basic fact and if you keep it in mind you can sell more underwear of the kinds in your stock and customers will like your service better than if you think of underwear in the wrong way or not at all.

There are many types of goods so far as the kind of needs they supply: necessity goods, utility goods, convenience goods, luxury goods, impulse goods, personal identity goods. Underwear has slight elements of all of these except the last but it is primarily necessity goods bought for itself alone.

You have had a study on gloves—necessity goods with a style element; alarm clocks—convenience goods purely and simply; underwear, necessity goods of a staple nature. The lesson considers utility goods so-called because their usefulness is their main selling point. Study this lesson. It is one of the most important because of the wide range of goods classified under it.

LESSON XXV

Advertising Is a Special Kind of Selling

EVERYBODY studies advertising more or less. And not all study it expecting to follow it as a profession. The general public is interested in advertising and they study it because it is the most human of all the factors in the retail business. And retail business affects the life of every civilized person in one way or another.

Advertising reduced to the simplest term is a message, a story or news of something needed or wanted by someone. This message tells the story on the one hand, of the nature, use, cost, kind and price of a piece of goods or a service; on the other hand is the reflection of the human mind. No one would buy or use goods he is not interested in. Either his interest is natural or it is created. In either case advertising arouses this interest through a human appeal based on the goods and the customer's need for goods.

So, to be an advertising man or woman or a salesman you must begin to do two things:

(1) Study goods and their uses. (2) Study people and their needs. These are put first because they form the basis of good copy—the written or printed form of the message. But there are many more things to do to become an advertising person. These will be brought out in the proper order.

Before we start let us take a general look at the subject of advertising. It is a broad subject. There are three general considerations which you need to appreciate now. The Study of advertising embraces: (1) What advertising is, (2) What it does and (3) How it does it. This course of lessons will deal almost entirely with the third consideration—*how advertising works*. The other two phases will unfold naturally as the third is developed. However, here are the answers to the first two considerations—What advertising is and What it does: (1) Advertising is a creative force applied to the sale of goods. (2) It gives information about what a firm has to sell, the nature and use of that commodity and where and at what price it may be obtained.

The idea once existed that advertising was a mysterious force such as electricity or the wind. It is nothing like either of these except that all three are forms of force. The first two are physical and mysterious, but advertising is a mental force and everything else but mysterious. It is clear and simple rather than obscure and complex. It conveys your ideas about something to the mind of someone who ought to be inter-

ested in the thing you have written about or want to sell. Advertising gets its force from the fact that it is the point of contact between two minds regarding a subject—usually merchandise—of mutual interest.

Read an advertisement about shoes in a magazine or a newspaper between this and the next lesson because in that one you will be told how a shoe advertisement is written and you will be shown how to analyze the elements in the advertisement. They are like the selling points but expressed differently.

LESSON XXVI

Advertising Copy Is Full of Salesmanship

WHEN your merchandise message, your story of the goods, is ready for the customer to read it is called copy. This is the term used to designate the news story the reporter writes for his paper. But there is a vast difference between the writing of news-story copy and advertising copy because the subject of each is quite different. The news writer bases his story on an event and its relation to human beings specifically or in general. The advertising copy-writer takes goods, not people or events, as his theme. He directs his story to people just as the news writer does but his theme is not about people or events but about goods, their use and value.

Basis for Good Shoe Copy

Shoes are necessity goods, at least ordinary shoes are, and are bought purely for use. Beauty and other characteristics are secondary. Because of this your advertising appeal to the customer should be based on the nature rather than the use of the goods. Your copy should create interest in the merchandise itself. In some lines of goods copy must create interest not in the goods as goods, but in the idea back of it. The alarm clock is such an article. No one buys an alarm clock for itself. They buy it for what it will do for them. It saves mental energy. It watches for the waking hour so the sleeper does not have to waste subconscious energy in doing it. So customers buy what an alarm clock does rather than what it is. If that is what the customer buys it furnishes the theme for the copy to interest him.

A shoe on the other hand is bought because it is a shoe. That is why it should be advertised as a shoe rather than as something that will do something special. It will not do anything special but it is something special. Quite a difference you see between the alarm clock and the shoes.

Ideas Give Copy Life

Now where does the material for shoe copy come from? The material for the little story that is to interest customers and make them buy shoes? The material comes from three sources: (1) the customer's mind, (2) the shoe itself, and (3) the need the shoe supplies. A shoe customer buys a shoe because it is well made, good looking, comfortable and because she must have shoes to cover her feet. The

last reason furnishes no material for shoe copy. It is too obvious. But the other two reasons furnish what is known as the copy angle or appeal.

Put into your shoe copy a headline which attracts the eye and holds the attention. Get this headline out of the three reasons a shoe interests a prospective customer—looks, good workmanship, comfort. Then write about 80 words telling how the shoe looks, why it is a good shoe and why customers should buy well made shoes that are comfortable and good looking.

Put in a few words about the kind of leather, the color, whether lace or button, high or low, for every day or dress wear, and the price. This will be a shoe advertisement provided it has five things in it which every complete advertisement must contain. These are in order: (1) an idea, (2) external interest, (3) merchandise interest, (4) correct angle, (5) accurate viewpoint.

Angle and Viewpoint

The last thing copy does to the reader's mind is to leave a familiar mental taste there. When a man reads an advertisement which speaks his language, the angle is accurate. Otherwise the copywriter's work goes for naught. When an advertisement tells a reader about the value, the use or the nature of a commodity in terms of that commodity and not some other piece of goods, the viewpoint is correct.

These two considerations—angle and viewpoint—express the combined effect of how the copy idea reaches the reader's mind and the effect after it has reached it. They are not physically apparent in the advertisement, the way headline and cuts (pictures) are, but they are part of the effect of the copy. If the idea is good, the external and merchandise interest are clear, angle and viewpoint will be accurate and correct. These will be mentioned again many times as the lessons progress.

LESSON XXVII

There Are Five Elements in Advertising Copy

APIECE of advertising copy should do five distinct things.

First, attract attention to itself as copy—that is, be interesting aside from its subject.

Second, create general interest in the subject advertised to such an extent that the reader of the first advertisement thinks of reading a second one on the same subject.

Third, tell something definite about the goods—its use, workmanship, quality, color, weight, price and so on.

Fourth, it should be so worded that the logical user of the goods will be interested in what the copy says about the goods. This is what is called copy angle, meaning right direction of appeal.

Fifth, the copy must reflect something of the natural viewpoint, turn of mind, of the class of individual to whom it is directed.

Technical Points Defined

How to get the vital points of interest into copy! That is the ambitious copywriter's first thought. How to make it catch and hold the reader's interest! In short, how to put a definite idea into a story is his problem. An idea gives life to dead facts the way a lighted match illuminates a dark corner in a cellar, or better still the way yeast livens the other ingredients in light bread. Ideas are not things; they are intangible, except in effect. They are viewpoint concentrated into verbal form. They may appear as a slogan or phrase, a certain text treatment or form of argument. Whenever you tell an old story in a new way you are using an idea. If you set your hat at a different angle or lace your shoes a new way you express an idea. In advertisements the idea expresses itself as a new viewpoint. For example, everyone knows that an alarm clock makes a noise when the alarm rings at six A. M. But that would be a poor appeal in copy. On the other hand, if you tell your reader something interesting about getting up early rather than how an alarm clock gets him up, you will win his interest. He forgets the alarm and thinks of how helpful it is. An idea is a viewpoint regarding the thing the copy is about.

External Interest

External interest is what you say to extend the customer's interest in the commodity beyond the mere detail of how it is made

or what it is used for. External interest puts a colorful cloak on the bare merchandise-facts pertaining to the goods. For instance, when you read a certain advertisement for a certain famous toilet soap, over half the copy is about how the ancient Egyptians bathed, the picture in the advertisement always depicts a beautiful Egyptian princess and a scene from the early history of Egypt. That is external interest. It is about soap, but not directly. In the same advertisement there is a short paragraph about the soap itself—how it looks, how it acts in water and on the skin and what it is made of. This last paragraph is merchandise interest. Together external interest and merchandise interest give copy its attention and information value. The first makes the subject of soap interesting, the second makes it tangible, helps the reader digest it mentally.

Young copywriters and salesmen should begin early to develop the ability to clothe bare facts in interesting raiment. Begin by analyzing current advertising copy in newspaper and magazine advertisements. Most of such copy is good, otherwise leading firms would not run it in expensive space.

LESSON XXVIII

Personality Is the Life of Advertisements

EVERY advertisement written has back of it the individual interest of the man or firm whose money pays the advertising bill. If I advertise shoes in this morning's paper I want the advertisement to bring people into my shoe department not into yours. If you advertise your soap in the magazines you want the advertisement to create a demand for *your* soap, not the soap of some other advertiser.

To assure that an advertisement creates individualized interest rather than general interest, there are two definite elements of technique (method) to apply to all copy: (1) Give the copy an individual slant; that is, be sure it has in it a decided element of interest. (2) Reflect a special attitude toward the nature of the goods; that is, ascribe to it in your copy a character or personality aside from its nature as a shoe or hat or fountain pen. There are many different hats, shoes and fountain pens, you know, all used for the same purpose yours are put to once the customer buys them. But you want to sell *your* goods, not the other fellow's.

Degrees of Personality in Goods

Some lines of goods like some people have more inherent personality than others. A talking machine or an oriental rug has more personality than a shoe or a fountain pen. So when you write copy for shoes or fountain pens you must create a vivid personality for the commodity, or at least you must magnify to proper intensity whatever personality it has. Copy for a talking machine can be largely devoted to the merchandise nature of the goods because the commodity itself has natural interest. Not so a shoe. It is commonplace and ordinary in the scale of merchandise, a commodity as unromantic and as prosaic as a doormat or a pair of woolen socks.

The copy writer must put more external interest and not so much merchandise interest into his copy if he is to attract and hold the attention of the casual reader. He must make the shoe interesting as a shoe.

How to Gauge Degree of Interest

Careful thinking should precede the writing of a piece of copy. Ask yourself what needs to be said about the commodity which the possible user does not already know or think about it. Also how to

include what he *does* think for that is just as necessary as new viewpoint.

First, consider this about the shoe: little choice is required in selecting it; selection is effected mostly by habit and taste; appeal to practical sense rather than emotion; price and final use of shoe are important factors; a shoe is utility merchandise.

These points plainly show that plenty of external interest will be needed, that the central advertising idea or thought should be drawn from the nature of the goods rather than from its use; merchandise points should be intermixed with external interest. In other words, make the reader see shoes in a new and interesting light, at the same time pointing out the material advantages of the particular kind and class of shoes you are advertising.

LESSON XXIX

Every Item of Goods Has Five Values

BEFORE going further with the technique of copy let us learn an important thing about value—the value of goods. Value is not used here in the sense of so much quality for the price, but in the abstract sense.

Every piece of goods, every commodity rather, that is ready to sell to the consumer and ready to be used by him has five kinds of value.

Take a man's hat for example. The manufacturer puts a certain value into it. He puts into it raw material, labor, the skill of the designer and the cost of operating hat-making machinery.

This gives the hat (1) *intrinsic value*, meaning the value which comes from the making of the hat. This value is only indirectly of interest to the future wearer of the hat. Intrinsic value is the only value hats have while they are still in the factory or warehouse of the maker.

But a retail store buys some of the hats from the manufacturer and places them in the stocks of his hat department. Immediately these hats take on value of a new kind, (2) *merchandise value*. In other words, they have become a part of a store's stocks.

Up to this point no customer has wanted the hats because no customers have seen them. They have then only two kinds of value—*intrinsic* and *merchandise* value.

Where Advertising Combines with Selling

Now a man comes into the department and is attracted to these hats. He asks to be shown one, or the sales clerk shows him one, and begins to point out the merits of the hat—style, shape, quality, weight, color, trimmings. Everything the manufacturer put into them. Intrinsic value becomes (3) *sales value*—the third kind of value a man's hat has. This amounts to nothing else than intrinsic value being translated into terms of the customer's wants through the skill of the sales clerk. Merchandise gets its sales value from the way it supplies his wants. Between what he thinks and what the sales clerk suggests the goods take on new interest, an interest based on what the maker put into the hat and what the customer expects to get out of it.

Parallel with sales value but by means of printed matter rather than the sales clerk's talk, the hat takes on another kind of value, (4) *advertising value*.

The advertising value and the sales (selling) value of a hat is the same in a sense, they only vary in presentation in the same goods. Of course, these values are different in different commodities, but their origin is the same.

The Important Value

After the customer buys a hat and begins to wear it, a new kind of value comes to light. This is known as (5) *use-value*. It is measured entirely by the satisfaction the wearer gets out of it. After a man has worn a \$5.00 hat for three months he might refuse to part with it for a much greater amount. Why? Because it has become a part of his personality in a way. It fits, looks good, wears well; in short, it suits him. It is *his* hat. It does everything for him that any good hat should do.

How does use-value come into advertising, you may ask. Because it balances up with what advertising claimed for the hat.

A store that sells good goods, advertising them accurately and interestingly, holds its trade by virtue of the use-value of its goods. The best advertising in the world is wasted if the goods it makes the customer want are unsatisfactory after he gets them.

LESSON XXX

Direct Your Efforts Accurately

THE five technical considerations in good copy are: (1) Ideas, (2) external interest, (3) merchandise interest, (4) angle, and (5) viewpoint. If these things are in copy it is likely to be good copy, interesting, suited to the goods and informative as well as stimulative.

Merchandise ready to sell and use has five kinds of value: (1) Intrinsic-value, (2) merchandise-value, (3) sales-value, (4) advertising-value, and (5) use-value.

These two sets of principles are aids in studying where to get advertising subject matter for copy and how to present it in terms of the reader's interest. It is from the five kinds of value that the *subject matter* is drawn; it is from the technique group that *method* (how to do it) is drawn.

Getting the Copy Angle

If you understand these two simple sets of tools—they are nothing more than mental appliances—you can reduce any piece of merchandise to advertising subject matter and then get it into readable form. To get your material into shape you must analyze the commodity, get its values into words. Here is an example: You are given a certain type of men's shoe to advertise. At first it seems that there is nothing interesting to say about it. "It is nothing but a shoe. Everyone knows all about a shoe," you say. But let us analyze it according to the five values.

(1) *Intrinsic-value*: Good leather, tanned by the best process, black in color; lace shoe, short vamp, sensible heel made of leather, kid tops, bronze eyelets, custom design giving a smart, made-to-order look.

(2) *Merchandise-value*: To be sold in better shops, medium priced goods; standard quality; full line of sizes for men; spring weight; exclusive patterns (carried by only one store in town); high and low cut.

(3) *Sales-value*: Meets requirements of ordinary man of good taste; in keeping with trend of styles in men's clothing—conservative; polishes well, holds its shape; comfortable last on smart lines.

(4) *Advertising-value*: Same as sales-value, except that leading selling point should be featured more than the use or purpose of the commodity; viz., a shoe, of course, but sold on basis of smart style.

(5) *Use-value*: A shoe that will look good when it is old; wear-

ing quality and appearance up to expectation of most capricious purchaser; comfortable at six months if properly cared for; made to wear rather than to sell.

There is the detailed material drawn from all phases of the shoe's purpose and nature. Now, apply the technique terms of copy writing.

Two Sets of Principles Combined

Get an idea first. This may be drawn from any one of the five groups. The safest way is to draw the idea—the basis of copy appeal—from the nature of the commodity. A shoe is bought for what it is rather than what it does, as was shown in study II.

That being the case, look for an idea under the heading of Intrinsic-value.

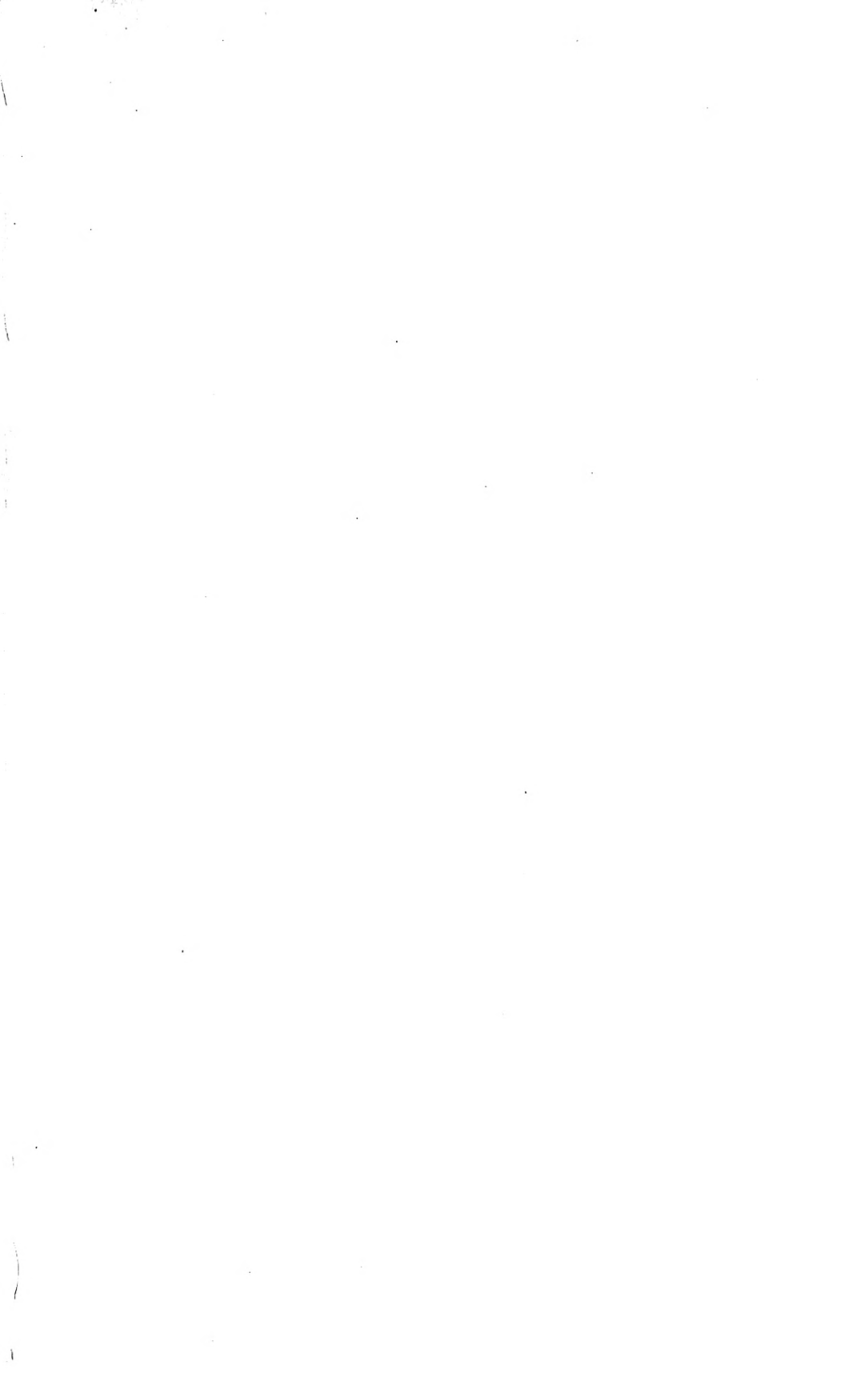
Leather of quality is the most promising of the points enumerated there. So base your idea on that for a trial. Now what would attract the customer's attention along the line of leather? How is this: "Good leather is the beginning of a good shoe." If that sounds all right, use it for the caption and as the main argument. Like this:

"Good Leather in a Medium Price Shoe"

"If we made a \$25.00 shoe we would use the same leather used in this one which we sell at \$9.50. Good leather properly tanned and finished is the beginning of shoes of quality, no matter what the price. A shoe may be ever so smart in design and shapely in last; it may be ever so cleverly finished and even well sewn, but if the leather is faulty the final quality is missing. The shoe wears out quickly, loses its shape and is generally unsatisfactory.

"Come in and see our *Business Men's Special*. It is smart in design, carefully made and comes in the newest sensible lasts, low heel, all leather; welt-sewed and finished by hand. And all-leather throughout—*good* leather! Price \$9.50."

This is a short advertisement suitable for running in local newspapers to interest people in the shoes of a local dealer. It could be improved; you could improve it, but all the needed appeal is there.



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